

Cabinet



Date & time
Tuesday, 28
January 2020 at
2.00 pm

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

Contact
Vicky Hibbert or Angela
Guest
Room 122, County Hall
Tel 020 8541 9229 or
020 8541 9075

Chief Executive
Joanna Killian



We're on Twitter:
[@SCCdemocracy](#)

vicky.hibbert@surreycc.gov.uk
or
angela.guest@surreycc.gov.uk

Cabinet Members: Mr Mel Few, Mr Matt Furniss, Mr Mike Goodman, Dr Zully Grant-Duff, Mrs Julie Iles, Mr Colin Kemp, Mrs Mary Lewis, Mrs Sinead Mooney, Mr Tim Oliver and Ms Denise Turner-Stewart

Deputy Cabinet Members: Mrs Natalie Bramhall, Miss Alison Griffiths and Mr Mark Nuti

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1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 17 DECEMBER 2019

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

3 DECLARATIONS OF INTEREST

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

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

NOTES:

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

4 PROCEDURAL MATTERS

a Members' Questions

The deadline for Member's questions is 12pm four working days before the meeting (22 January 2020).

b Public Questions

The deadline for public questions is seven days before the meeting (21 January 2020).

c Petitions

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

d Representations received on reports to be considered in private

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

- 5 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL**
- To consider any reports received.
- 6 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 1 - 4)
- To note two delegated decisions taken by the Committees-in-Common since the last meeting of the Cabinet.
- 7 2020/21 FINAL BUDGET AND MEDIUM TERM FINANCIAL STRATEGY** (Pages 5 - 238)
- This report sets out the financial context for the Council and the draft Revenue and Capital budgets for the 2020/21 financial year and the Medium Term Financial Strategy.
- 8 TRANSFORMATION PROGRAMME 2020: NEXT PHASE** (Pages 239 - 326)
- Following Cabinet’s agreement of the new Organisation Strategy 2020-25 and the direction agreed for the next phase of transformation (Cabinet, 29/10/19), this report sets out the reshaped set of transformation portfolios and programmes that will be delivered to achieve the council’s strategic ambitions and priorities for residents.
- [The decisions on this item can be called in by the Resources and Performance Select Committee]*
- 9 CHILDREN’S IMPROVEMENT UPDATE** (Pages 327 - 350)
- Cabinet to note the progress made delivering the Improvement Plan, the results / feedback from recent Ofsted Monitoring Visits and inspections from the Children’s Commissioner (and his resulting recommendations to the Department for Education), the forward plan for improvement priorities for 2020 and the expected inspections this year.
- [The decisions on this item can be called in by the Children, Families, Lifelong Learning & Culture Select Committee]*
- 10 ADMISSION ARRANGEMENTS FOR COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS AND COORDINATED SCHEMES FOR SEPTEMBER 2021** (Pages 351 - 444)
- To consider the responses to the consultation on proposed changes to Surrey’s admissions arrangements for community and voluntary controlled schools and coordinated schemes for September 2021 and to determine Surrey’s admissions arrangements and coordinated schemes for 2021.
- 11 2019/20 MONTH 8 (NOVEMBER) FINANCIAL REPORT** (Pages 445 - 454)
- This report provides the details of the County Council’s 2019/20 financial position as at 31 November 2019 (M8) for revenue and capital budgets, the expected outlook for the remainder of the financial year and also as a quarter-end report. It includes Treasury Management and Debt. Further details on Service budgets are to be found in Annex 1.

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

- 12 ON STREET PARKING STRATEGY REVIEW** (Pages 455 - 522)

To approve changes to on street parking policies as well as fees and charges for on street parking enforcement services carried out by district and borough councils.

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

- 13 MENTAL HEALTH REVIEW PROGRAMME** (Pages 523 - 556)

To agree changes to the way in which mental health commissioning and operational services will be delivered by Adult Social Care. To support the plans for future working with partners, providers and stakeholders and establishment of a clear professional identity for Mental Health Social Work.

[The decisions on this item can be called in by the Adults & Health Select Committee]

- 14 ANNUAL PROCUREMENT FORWARD PLAN 2020/21** (Pages 557 - 564)

Cabinet are asked to agree the recommendations in relation to missing items from the presentation of this report to the December 2019 meeting of Cabinet.

N.B. This report has a Part 2 annex at Item 16.

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

- 15 EXCLUSION OF THE PUBLIC**

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

PART TWO - IN PRIVATE

- 16 ANNUAL PROCUREMENT FORWARD PLAN 2020/21** (Pages 565 - 570)

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

[The decisions on this item can be called in by the Resources & Performance Select Committee]

17 PUBLICITY FOR PART 2 ITEMS

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

Joanna Killian
Chief Executive
Friday, 17 January 2020

QUESTIONS, PETITIONS AND PROCEDURAL MATTERS

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

Please note:

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

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

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

Thank you for your co-operation

SURREY COUNTY COUNCIL**CABINET****DATE: 28 JANUARY 2020****REPORT OF: N/A****LEAD OFFICER: JOANNA KILLIAN, CHIEF EXECUTIVE****SUBJECT: LEADER/DEPUTY LEADER/CABINET MEMBER/ STRATEGIC INVESTMENT BOARD AND COMMITTEE-IN-COMMON DECISIONS TAKEN SINCE THE LAST CABINET MEETING****SUMMARY OF ISSUE:**

To note the delegated decisions taken since the last meeting of the Cabinet.

RECOMMENDATIONS:

It is recommended that the Cabinet note the decisions taken by Cabinet Members / Investment Board since the last meeting as set out in Annex 1.

REASON FOR RECOMMENDATIONS:

To inform the Cabinet of decisions taken by Cabinet Members, Strategic Investment Board and the Committee in Common subcommittee under delegated authority.

DETAILS:

1. The Leader has delegated responsibility for certain executive functions to the Deputy Leader and individual Cabinet Members, and reserved some functions to himself. These are set out in Table 2 in the Council's Scheme of Delegation.
2. The Leader has also delegated authority to the Strategic Investment Board to approve property investment acquisitions, property investment management expenditure, property investment disposals and the provision of finance to its wholly owned property company, Halsey Garton Property Ltd.
3. Delegated decisions are scheduled to be taken on a monthly basis and will be reported to the next available Cabinet meeting for information.
4. **Annex 1** lists the details of decisions taken since the last Cabinet meeting.

Contact Officer:

Angela Guest, Democratic Services Officer, Tel: 020 8541 9075

Annexes:

Annex 1 – Decisions taken

Sources/background papers: Agenda, minutes and decision sheets from the relevant meetings (available on the Council's website)

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COMMITTEES-IN-COMMON SUB-COMMITTEE DECISIONS 18 DECEMBER 2019

(i) ANNUAL PROCUREMENT FORWARD PLAN FOR COMMITTEE IN COMMON – APPROVAL TO PROCURE SURREY LED PROCUREMENT PROJECTS

Details of decision

The Surrey County Council (SCC) Commissioning Sub-Committee:

1. Gave approval to procure for the projects listed in Annex 1 – “Annual Procurement Forward Plan for 2020/21” of the report in accordance with Surrey County Council’s Procurement and Contract Standing Orders.
2. Agreed that where the first ranked tender for any projects listed in Annex 1 is within the +/-5% budgetary tolerance level, the relevant Executive Director, Director or Head of Service (as appropriate) is authorised to award such contracts. For contracts over £1million the SCC Commissioning Sub-Committee delegates authorisation to approve the award of contract to the relevant SCC Cabinet Portfolio holder, in alignment with the Procurement and Contract Standing Orders.
3. Agreed the procurement activity that will be returned to Committee in Common for review of the commissioning and procurement strategy prior to going out to market, and which is highlighted in grey in Annex 1 of the report.

Reasons for decision

- To comply with the Procurement and Contract Standing Orders agreed by Surrey County Council in May 2019.
- To provide Committee in Common with strategic oversight of planned procurement projects led by Surrey County Council for 2020/21.
- To ensure Committee in Common oversight is focussed on the most significant procurements.
- To avoid the need to submit multiple individual requests for Approval to Procure as well as individual contract award approvals for work taking place in 2020/21.

(Decision taken by the Committees-in-Common Sub-Committee – 18 December 2019)

(ii) COMMISSIONING AND PROCUREMENT OPTIONS FOR SURREY CHILDREN’S EMOTIONAL WELLBEING AND MENTAL HEALTH SERVICE

Details of decision

The recommendations laid out in the Part 2 report were agreed.

Reasons for decision

The recommendations were agreed due to the reasons outlined in the Part 2 report.

(Decision taken by the Committees-in-Common Sub-Committee – 18 December 2019)

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 JANUARY 2020****REPORT OF: MR MEL FEW, CABINET MEMBER FOR FINANCE****LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR, RESOURCES (AND S151)****SUBJECT: 2020/21 FINAL BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY****SUMMARY OF ISSUE:**

The Council is in the midst of significant change and improvement, having embarked upon an extensive programme of transformation over the last year. These changes will help secure the very best outcomes for the residents of Surrey. Not only are we changing the way we want to deliver services, we are also undertaking significant capital investment which will make a real difference for the residents that the Council serves.

Although the Council and the sector in general face financial challenges and uncertainty over the medium-term, the Council has developed a budget that is balanced, sustainable and resilient for 2020/21. This will enable further transformation over the medium-term in a bid to overcome financial uncertainty.

Cabinet is required to consider and make recommendations to Council on:

- The Revenue and Capital Budgets for 2020/21, including efficiency proposals;
- The Council Tax Precept level for 2020/21;
- The Council's Capital Receipt Flexibilities Strategy, including the level of investment required to deliver the Transformation Programme and the move back into the County;
- The Council's Capital Programme for 2020/21-2024/25, which will deliver significant investments in the community through a Community Investment Fund;
- The Council's Capital, Investment and Treasury Management Strategies, which provide an overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of our services.

The budget decisions and attached 2020/21 Final Budget Report and Medium-Term Financial Strategy, supported by Annexes, underpin the priorities set out in the Council's Organisation Strategy and refreshed Transformation Programme.

RECOMMENDATIONS:

Cabinet recommends that Council:

1. Approves the net revenue budget requirement be set at **£968.4 million** (net cost of services after service specific government grants) for 2020/21 (Annex B), subject to confirmation of the Final Local Government Financial Settlement;

2. Approves the total Council Tax funding requirement be set at **£765.3 million** for 2020/21. This is an increase of 3.99%, made up of an increase in the level of core Council Tax of 1.99% to cover core Council services and an increase of 2% in the precept proposed by Central Government to cover the growing cost of Adult Social Care (Annex E);
3. Notes that for the purpose of section 52ZB of the Local Government Finance Act 1992, the Council formally determines that the increase in Council Tax is not such as to trigger a referendum (i.e. not greater than 2%);
4. Sets the Surrey County Council precept for Band D Council Tax at £1,511.46, which represents a 3.99% uplift. This is a rise of £1.11 a week from the 2019/20 precept of £1,453.50. This includes £131.46 for the Adult Social Care precept, which has increased by £29.07. A full list of bands is as follows:

Council Tax Band	2019/20 £	2020/21 £
Band A	£969.00	£1,007.64
Band B	£1,130.50	£1,175.58
Band C	£1,292.00	£1,343.52
Band D	£1,453.50	£1,511.46
Band E	£1,776.51	£1,847.34
Band F	£2,099.51	£2,183.22
Band G	£2,422.51	£2,519.10
Band H	£2,907.01	£3,022.92

5. Approves the Flexible Use of Capital Receipts Strategy for 2020/21 to meet the statutory guidelines for the use of such receipts to fund transformation and the move back into the County (Annex F);
6. Notes that underlying General Fund Balances remain at £21.3 million as at 1 April 2020;
7. Approves the Total Schools Budget of £505.7 million to meet the Council's statutory requirement on schools funding;
8. Approves the overall indicative Budget Envelopes for Executive Directorates and individual services for the 2020/21 budget (Annex B);
9. Approves the total £1.447 billion proposed five-year Capital Programme (comprising £851m of budget and £596m pipeline) and approves the £175.7 million capital budget in 2020/21 (Annex C);
10. Approves the Capital Strategy (Annex G), which provides an overview of how risks associated with capital expenditure, financing and treasury will be managed as well as how they contribute towards the delivery of services;
11. Approves the policy for making a prudent level of revenue provision for the repayment of debt (the Minimum Revenue Provision (MRP) Policy) (Annex H); and
12. Approves the Investment Strategy (Annex I), which provides detail on how the Council will manage commercial investments;

Cabinet recommends that the Audit & Governance Committee approves the following:

13. Treasury Management Strategy and Prudential Indicators (Annex J) which set a framework for the Council's treasury function to manage risks, source borrowing and invest surplus cash.

REASON FOR RECOMMENDATIONS:

Council will meet on 4 February 2020 to agree a budget and to set the Council Tax Precept for 2020/21. Cabinet is required to recommend a budget to Council for consideration at this meeting. The budget directs available resources to support the achievement of the Council's ambitions and priorities in the 2030 Vision and the Organisation Strategy.

The budget will also support the delivery of the continuing transformational changes that are required to ensure that the Council can improve priority outcomes for residents, while managing growing demand for services and ensuring future financial sustainability.

DETAILS:

1. The 2020/21 Final Budget Report and Medium-Term Financial Strategy and supporting Annexes set out the context (both internal and external), approach and assumptions underpinning the development of the budget.

CONSULTATION:

2. The Council has undertaken a consultation with residents between November and December 2019, building on that of 2018. Section 10 of the attached report sets out the key messages of the consultation. We are also in the process of undertaking consultation with businesses.

RISK MANAGEMENT AND IMPLICATIONS:

3. The attached report and Annexes have been prepared with a view to risk management from a financial, operational and reputational perspective. The financial risk implications are set out in Section 4 of the attached and exemplified in the s151 commentary below.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

4. This is covered in the attached report and covered further in the s151 commentary below.

SECTION 151 OFFICER COMMENTARY

5. The Council is required to maintain an adequate level of Reserves to deal with future forecast or unexpected pressures. We are not permitted to allow spend to exceed available resources which would result in an overall deficit. Sections 32 and 43 of the Local Government Finance Act 1992 require authorities to have regard to the level of Reserves to meet estimated future spend when calculating the budget requirement. The attached Final Budget Report has been drafted on this basis. A summary of earmarked

reserves and the forecast on reserves and balances can be found in Annex D and detailed in Section 4 of the Budget Report.

6. The Council has set a balanced budget for 2020/21. Given the reduction in funding that the Council has experienced over recent years, retention of the Council's Reserves will be essential in order to mitigate risk, including future funding uncertainties.
7. For 2020/21, aside from the £21.3m General Fund balance, we have allowed for a £20.4m Contingency as part of budget setting. The General Fund balance in combination with the Contingency, provides £41.7m of cover (equivalent of 4.4% of spend) to mitigate against future risk and uncertainties. On this basis, the Council's budget is considered to be robust.

LEGAL IMPLICATIONS – MONITORING OFFICER

8. Whilst the Cabinet is being asked to recommend, and subsequently the Council asked to agree, the revenue budget and capital programme, the budget decision does not constitute final approval of what policies would be or what sums of money will be saved under the service proposals except for those areas where there is a specific recommendation being made.
9. The revenue budget and capital programme recommendations in the report do not commit the Council to implement any specific efficiency proposal. When the Cabinet comes to make specific decisions on efficiencies, where necessary, focussed consultations and the full equality implications of doing one thing rather than another will be considered in appropriate detail. If it is considered necessary, in light of equality or other considerations, it will be open to those taking the decisions to spend more on one activity and less on another within the overall resources available to the Council.

EQUALITIES AND DIVERSITY

10. A comprehensive review of Equalities and Diversity was undertaken and is referred to in Section 11 of the attached Report and Annex K.

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

11. This is set out in Section 3 of the attached Report.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

12. This is set out in Section 3 of the attached Report.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

13. All environmental and sustainability implications have been taken into account in the preparation of this report and are set out in attached Budget Report.

PUBLIC HEALTH IMPLICATIONS

14. Public Health implications are set out in attached Budget Report and are highlighted in Section 3.

WHAT HAPPENS NEXT:

15. Cabinet is requested to consider and agree the recommendations 1- 12 as set out above and recommend to Council on 4 February 2020 for approval. Cabinet is also requested to consider and agree recommendation 13, as set out above, to Audit & Governance Committee 29 January 2020 for approval.

Contact Officer:

Leigh Whitehouse, Executive Director, Resources, leigh.whitehouse@surreycc.gov.uk

Consulted:

Cabinet Members, all other Members, residents, community partners, businesses and staff have all been consulted in the preparation of this report

Annexes:

- Annex A – Pressures and Efficiencies 2020/21
- Annex B – Detailed Revenue Budget 2020/21
- Annex C – Capital Budget 2020/21-2024/25
- Annex D – Projected Earmarked Reserves and Balances
- Annex E – Council Tax Requirement
- Annex F – Flexible Use of Capital Receipts
- Annex G – Capital Strategy 2020/21
- Annex H – Minimum Revenue Provision (MRP) Policy 2020/21
- Annex I – Investment Strategy 2020/21
- Annex J – Treasury Management Strategy Statement 2020/21
- Annex K – Equalities Impact Assessment

Sources/background papers:

- [Provisional local government finance settlement: England, 2020 to 2021](#), 20 December 2019

- [Organisation Strategy 2020-25 and next phase of transformation, Report to Cabinet 29 October 2019](#)
 - [A Community Vision for Surrey in 2030](#), Report to Council 9 October 2018
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Surrey County Council

2020/21 Final Budget Report and Medium-Term Financial Strategy

SECTION 1 – EXECUTIVE SUMMARY

- 1.1 The Council's proposed budget for 2020/21 should be seen in the context of the Finance Improvement Programme initiated by Cabinet in September 2018. It represents a further step on the road through financial recovery to financial sustainability.
- 1.2 This time last year, the budget set for 2019/20 was focused on achieving two important benchmarks: that it was realistic and achievable, and that it avoided the general use of Reserves to make it balance. This followed an in-year recovery plan implemented in 2018/19 that had avoided the planned use of Reserves during that year, and so ended a period whereby Reserves had fallen for three successive years.
- 1.3 The Budget for 2020/21 builds on this foundation and moves us closer towards the overall financial objective of sustainability. Significantly, this budget represents a shift from the defensive short-term outlook that has typified the Council's financial plans for several years, and replaces it with a proactive, investment led approach to delivering for Surrey residents and to achieving medium-term sustainability.
- 1.4 This shift is most evident in our revised Capital Programme and the ambition laid out within it. This increase in investment is not a reflection of any expectations that our medium-term funding perspective will be any easier, but instead a recognition that investment in the right infrastructure can help keep the on-going costs of service delivery sustainable and within available resources, as well as delivering the transformational change set out in the Council's 2030 Vision.
- 1.5 The budget proposals are reflective of the following characteristics:
- Forward looking, sustainable and ambitious;
 - Have a greater focus on the medium-term as opposed to the short-term;
 - Stabilise of our financial position;
 - Establish a solid and resilient financial base to meet future challenges; and
 - Invest in the Council's Organisational Priorities/Strategy.
- 1.6 For the first time in ten years, Central Government funding for the County Council has increased. Even though this increase is only a very small step towards reinstating the level of resource provided back in 2010, it nonetheless represents an important and welcome recognition of some of the major funding pressures being faced by the County Council and much of Local Government.
- 1.7 The work that is underway to transform the way the Council operates, in conjunction with this more positive funding position, provides a platform for this different sort of budget. We have very little indication of what the funding landscape will look like beyond the coming financial year, but the proposals set out in this budget will allow us to face more positive or more negative outlooks from a position of relative strength.
- 1.8 The increased stability of next year's budget, achieved in part through additional government funding, means we can deliver an ambitious investment programme of c£1.4bn over the next five years. The revenue implications of this proposed programme are integrated and factored into the financial planning over the Medium-Term Financial Strategy (MTFS) period.

- 1.9 This will ensure:
- A commitment to Surrey's future and that of its residents through significant investment in flood alleviation works. This will secure the homes of Surrey residents through a once in a generation opportunity to build flood defences to avoid the terrible impact we saw on people's lives in 2014. The scheme will also provide for new country parks and green space;
 - Significant investment in a Community Investment Fund of c£100m over the next five years;
 - Provision of fit for purpose accommodation options for our vulnerable older adults through new Extra Care Accommodation, where they can live independently for longer;
 - The creation of additional local Special Educational Needs and Disabilities (SEND) places;
 - Significant investment in our road infrastructure;
 - A substantial commitment to invest in Surrey's Greener Future; and
 - Acceleration of our Property Rationalisation Programme.
- 1.10 We want to invest in measures that help people lead more independent and fulfilling lives, harnessing the power and abilities that lie with families, communities and the latest digital technology. By setting an achievable budget, we will have more capacity to focus on driving improvements in resident outcomes in addition to concentrating on balancing the budget.
- 1.11 The Draft Budget was published on 9 January 2020, due to the calling of a General Election in December 2019. This unavoidably meant that the window for communicating and engaging with residents on the 2020/21 proposals was reduced. However, over the course of November and December 2019 the Council published a survey to every resident around how the revenue budget has been allocated over different services. This highlighted specific spend allocations of the 2019 budget and asked residents which budgets they would like to see reduced, maintained, or increased ahead of 2020/21. The survey closed on 20 December 2019, with 534 responses received from residents. Section 10 of this report exemplifies the results.

SECTION 2 – ORGANISATION STRATEGY 2020-2025 AND THE NEXT PHASE OF TRANSFORMATION

- 2.1 Surrey's Organisation Strategy, agreed by Cabinet in October 2018, defined how it would contribute to the 2030 Vision for the County. The external environment has been fast moving, very challenging and subject to much uncertainty: from Britain's departure from the EU to (the not unrelated) delays in Whitehall's announcement of financial reforms to Local Government funding such as the Fair Funding Review, coupled with increasing expectations and requirements of our residents. We strive as a Council to be increasingly adaptable and flexible, supported by a workforce which is responsive and agile.
- 2.2 The accompanying Financial Strategy 2019 – 2024 sets out how we would direct our financial resources to deliver against the Organisation Strategy and the 2030 Vision. A refreshed Organisation Strategy has been produced to take account of the new landscape and to address emerging challenges and opportunities, which includes our prevailing thinking for the Council's next phase of transformation to support its delivery. The report was presented and agreed by Cabinet on 29th October 2019.

- 2.3 This Budget Report sets the financial framework within which the Council's refreshed Organisation Strategy and the next phase of transformation will be delivered.
- 2.4 Over the last 12 months significant strides have been made towards improving the quality of our performance to secure better outcomes for our residents, supported by robust finances. Whilst we have come a long way, we still have much more to do to achieve the financial resilience and the financial sustainability that we have targeted.
- 2.5 This underlying context has been pivotal to informing our refreshed Organisation Strategy with a number of the core elements unchanged which emphasise:
- **Tackling Inequality** - Working with residents in every area of Surrey to identify and address causes of inequality especially in life expectancy;
 - **Supporting Independence** – Helping residents help themselves and each other;
 - **More Joined up Health and Social Care** – Integrating health and Council services so they're more effective, efficient and seamless for residents;
 - **Creating a Greener Future** – Reducing our contribution to climate change and becoming a carbon neutral County as soon as possible;
 - **Embracing Surrey's Diversity** – Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity for everyone;
 - **Partnership** – Working with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities;
 - **Supporting the Local Economy** – Investing in the infrastructure Surrey needs to build a strong and resilient economy; and
 - **Digital Revolution** – Making the most of new technology to innovate and improve services, and the way we work, to help Surrey and residents thrive.
- 2.6 The strategy outlines how we aim to deliver our ambitious agenda and sets a course for the next phase of our transformation journey, whilst ensuring financial sustainability.
- 2.7 Over the last year we have made further progress in delivering the ambitious transformation programme formally launched in November 2018. New approaches have now been applied in key service areas and we are seeing the positive impact this can have for residents.
- 2.8 A range of existing projects and programmes will continue from the current transformation phase so that we deliver the planned efficiencies for 2020/21, transitioning to the next phase by January 2020. A refreshed Transformation Programme will be presented to Cabinet alongside these budget proposals in January 2020. This will build upon progress and achievement to date and be the vehicle for delivering the enhanced level of ambition we hold for the future. We continue to make significant investment in our transformation programme over the medium-term, which is outlined in the financial strategy section of this report.
- 2.9 The refreshed programme will be reviewed by Cabinet and Council alongside the Medium-Term Financial Strategy (MTFS) in January and February 2020, which will include the proposed investment required to deliver the programme.
- 2.10 The section below sets out the individual Service Strategies which support the Organisation Strategy and efficiency plans for Directorates.

SECTION 3 – SERVICE STRATEGIES 2020-2025

- 3.1 Services are at the heart of Surrey’s Organisation Strategy and Transformation Plan. Strategies for each of the main Service areas are summarised below, setting out their approach to delivering the best outcomes for residents whilst living within their budget envelopes.

CHILDREN, FAMILIES, LIFELONG LEARNING & CULTURE (CFLC)

3.2 Transforming Children’s Services

- 3.3 The Council, with its partners, is going through a process of major change in response to two consecutive Ofsted ratings of ‘Inadequate’ and the organisation’s own acknowledgement that improving outcomes for our most vulnerable children had not been effective in the past. Services for children and families are being transformed at pace with a much-needed focus on quality and consistency of practice.
- 3.4 As part of the first stage of the improvement programme:
- We have now completed a top to bottom reorganisation of our structure with the new model for all services in place from April 2019;
 - The implementation of new front door arrangements and our Single Point of Access means we can ensure the Council has preventative and early help services in place to assist at the earliest possible moment in a child’s life;
 - We have implemented the Family Safeguarding Model first pioneered in Hertfordshire. Family Safeguarding will improve the quality of work we do with families, and outcomes for children and parents. To support this approach, the NE Quadrant have relocated to Walton in order to be closer to the community they serve;
 - The new Quality Assurance division has enabled us to monitor and report on our practice and support operational services better than ever before;
 - The launch of Surrey Children’s Services Academy in January 2019 provides a learning & development offer for staff across the partnership - it is an offer that complements and enhances partnership working and means we can drive up and maintain professional standards;
 - We made a commitment to strengthen our relationship with foster carers, adopters and other carers. Over the past year we have significantly increased our recruitment of foster carers and we are implementing the Mockingbird model to improve the stability of placements. The Mockingbird family model is a method of delivering foster care with the potential to improve placement stability, safety and permanency for children and young people in care and to improve support for, and retention of, foster carers;
 - This year we are transitioning to the new Safeguarding Partnership arrangements in Surrey, with our intentions published to the DfE in June 2019 and in place from September 2019. The new arrangements are designed to ensure strong and effective partnership working in child protection and safeguarding practice across the county and to promote the continuous improvement of these services; and
 - Increased capital investment is also taking place in Looked After Children (LAC) through Community Children’s Homes, developing specialist children’s placements for children with complex needs, contact family centres and Care Leaver accommodation which will support the delivery of this transformation.

3.5 Special Education Needs and/or Disabilities (SEND) Transformation

- In March 2019, Ofsted and the Care Quality Commission carried out a joint review of Surrey's progress in addressing weaknesses that were highlighted in a previous inspection in 2016;
- The inspectors judged that the local area had made sufficient progress in four out of five areas of weakness, but that there was more to do. The partnership of County Council, Clinical Commissioning Groups (CCGs), educational settings and alternatives to education provision are working together with families, to transform services for children needing support, to help them reach their potential and lead more independent lives;
- In addition, the financial demands on the High Needs Block (HNB), which funds the majority of revenue aspects for SEND, have increased rapidly resulting in a forecast £30m overspend in 2019/20. In order to mitigate the risk associated with the HNB deficit, the Council is contributing £30m to an offsetting reserve out of its own resources. The ambition of the transformation programme is to bring this annual contribution down to a neutral position, before beginning to pay back the deficit. For 2020/21 there are efficiencies associated with this programme to bring the annual position down to a £24m overspend, which will mean the annual contribution to the reserve can be reduced by £5.1m;
- As part of the SEND transformation plan, approved by Cabinet on 29 January 2019, a recommendation was made to provide more specialist school places in Surrey– with specialist provision in mainstream schools and in special schools – so that children with SEND could be placed closer to home;
- This will reduce travel time and enable children with SEND to be more a part of their local community, and, crucially, help to increase their progress, attainment and outcomes. At present, there are insufficient places in mainstream (resourced places) and special schools in Surrey. This means the Council is reliant on non-maintained independent schools (NMIs) to meet the demand. On average, these schools are much more expensive, not local to the child's home, and rarely more effective than state-funded schools. Surrey currently has approximately 12 per cent of pupils with education, health and care plans (EHCPs) in NMIs. This is nearly double that of English Local Authorities (LAs), which have approximately six per cent of pupils with EHCPs in such provision, leading to significantly higher costs in the HNB. Accordingly, officers have drafted a ten-year place planning strategy, the aim of which is to provide a greatly improved environment for children with the highest level of specialist needs and increase their outcomes through more newly-built or refurbished state-funded, local provision. This strategy is in two parts:
 - A four-year plan, which is intended to provide an extra 883 specialist places, including 77 'bulge' places (providing temporary capacity for exceptional intakes), over that period. Each of these types of place provision will be reported to Cabinet where appropriate as they are identified and require approval; and
 - A broader 10-year plan, which is less specific and will be developed depending on whether improved practice reduces the need for specialist provision compared with current forecasts through more places within mainstream schools, but which currently projects the need for 1,693 additional specialist places in the period.

- The four-year plan is represented within the Capital strategy with a budget of £30.9m from 2019/20 to 2022/23.
- Developing and maintaining the right Surrey specialist provision is vital in ensuring appropriate placements for the Surrey young people who require a specialist SEND placement. The proposed place-planning strategy will ensure a significant number of additional specialist places are provided which offer good value for money. This strategy is needed to make sure that activities in this area are coordinated and that there are a clear set of principles on which work will be based. This strategy will be reviewed on an annual basis.

3.6 Health Integration

- Changes have been made to Integrated Children's Commissioning that will strengthen the way we integrate, deliver and continue to develop our Integrated Care System (ICS) to improve outcomes for our residents. It aims to drive forward and support agile decision making and effective use of resources, with a key focus on self-care, prevention, early intervention and building resilience.

- 3.7 In summary, CLFC has made significant progress on its county wide transformation programme in the last 12 months. In order to continue this progress and deliver the efficiencies within the 2020/21 budget and beyond these changes need to be embedded. In order to do this, we are working in collaboration with both internal and external partners to ensure transformation programmes are deliverable and effective.

PUBLIC HEALTH

- 3.8 Surrey County Council's Public Health (PH) service aims to improve and protect the health of people living and working in Surrey. It aims to achieve this by:

- Providing expert PH information and advice to ensure Surrey's decision-making is evidence based and cognisant of all relevant PH implications;
- Supporting people to make positive changes to improve their health and wellbeing throughout their life; and
- Protecting Surrey residents from communicable diseases and environmental hazards.

- 3.9 The PH service commissions a range of services centred on key Council and PH priorities including:

- Healthy lifestyle services including stop smoking, weight management and mental health;
- 0-19 services including health visitors and school nurses;
- Substance misuse services relating to drugs and alcohol;
- Sexual health services including contraception and genitourinary medicine (GUM); and
- NHS health checks.

- 3.10 Since transferring to the County Council in 2013/14, Surrey's PH service has had to operate in a very challenging financial environment. There have been three main financial challenges:
- Firstly, Surrey's initial PH funding was very low. This is because PH allocations to Local Authorities nationally were based on the how much Primary Care Trusts, the predecessors to Clinical Commissioning Groups, had spent on PH services in the years prior to the transfer of commissioning responsibilities rather than the government's own calculation of what each area should spend on PH services. Despite consistent lobbying the government has failed to address this. Surrey's 2019/20 PH grant equated to £29 per head of population (the lowest per head allocation in the country) compared to an England average of £56 per head;
 - Secondly, the government has implemented a series of cuts to PH grant funding in recent years. When grant funding in 2013/14 is rebased to take account of additional responsibilities that have transferred to Local Authorities since the initial commissioning transfer, Surrey's PH grant in 2019/20 is 9% lower than the initial very low grant provided in 2013/14; and
 - Thirdly, like all Council provided services, Surrey's PH service has been impacted by the reductions to broader Central Government funding that the County Council has had to manage in recent years. An increasing proportion of the PH grant has been allocated to services delivered or commissioned by other parts of the Council that contribute to meeting PH outcomes. This has required PH to make reductions to services it directly commissions.
- 3.11 The combination of the above factors has meant Surrey's PH service has had to find efficiencies of £9m on the services it directly commissions equivalent to 23% of the PH grant funding that transferred in 2013/14.
- 3.12 PH's key priorities for 2020/21 and beyond are:
- An increase in provision of preventative services and approaches that are delivered through both public health and other local partners;
 - A clear shared understanding of where inequalities exist and how they are being effectively addressed based on evidence and local intelligence;
 - Greater coordination and recognition of work on the wider determinants of health across organisations in order to review and increase impact; and
 - Greater joint commissioning within Surrey, enabling more collaboration between services and an improved experience of preventative services.
- 3.13 Delivering these priorities will directly contribute towards achieving the Organisational Strategy, particularly in relation to core elements of tackling inequality, supporting independence, more joined up health and social care, partnership and supporting the local economy.
- 3.14 The financial outlook for PH is very uncertain at present. As a significant proportion of the ring-fenced PH grant is allocated to fund services that contribute to delivering PH outcomes delivered by other parts of the Council (£5.4m in 2020/21), PH is only required to deliver additional efficiencies of £0.3m (1%) in 2020/21 to offset its own direct service pressures. These efficiencies are required to offset pay inflation and sexual health service demand pressures.

- 3.15 The PH service has adopted a prioritisation tool to ensure robust allocation of the public health grant ensuring maximum health gain. The PH service has also conducted a Chartered Institute of Professional Financial and Accountancy (CIPFA) and Association of Project Managers accredited 'value for money' review of the public health commissioned services. This is an assessment of current activities and future service options based on the recognised value for money criteria of: economy, efficiency and effectiveness, stakeholder value and strategic value (comprising a consideration of strategic alignment and contribution).
- 3.16 The government announced there would be a "real terms increase" in PH funding in the 2019 Spending Review, but the County Council is yet to receive precise details of what this means. Based on the government's announcement we estimate this could equate to around an extra £0.65m. However, Public Health England has also indicated that this could come with new responsibilities. Use of any increase to funding will be reviewed once the 2020/21 grant and any requirements associated with increased funding have been confirmed.
- 3.17 In 2021/22 the PH grant is set to become un-ring fenced as part of the government's planned implementation of a new funding system for Local Authorities following the Fair Funding Review (FFR). However, given the current political uncertainty it is very hard to say with any confidence whether this will happen.
- 3.18 Any further reduction in PH spend in Surrey could have very serious long-term impacts for Surrey residents, especially considering how much of an outlier Surrey already is in terms of low PH spending. Therefore, any future changes to Surrey's PH spending once the national funding is clearer will require very careful consideration, prioritisation and evidence-based decision making. This will have to be an area which the Council will lobby for a better deal for Surrey residents when contributing to any discussions around the FFR.

ADULT SOCIAL CARE (ASC)

- 3.19 In 2018 Adult Social Care embarked on an ambitious transformation programme. At its heart is the implementation of a new 'strength-based' framework that focuses on people's strengths to enhance and maintain their independence. This programme is designed to improve outcomes, invest in prevention and shift the delivery of care to away from traditional institutionalised forms of care to services based in the community. This will enable the County Council to manage demand for ASC more efficiently and effectively and reduce expenditure on care provision to make a substantial contribution towards putting Surrey in a more financially sustainable position.
- 3.20 ASC's vision is "To promote people's independence and wellbeing, through personalised care and support that focuses upon their strengths, the outcomes they want to achieve and enables choice and control".
- 3.21 Delivering this vision will mean people:
- Have access to information, advice and support in the community to help themselves and each other;
 - Build upon their strengths, with the same hopes and aspirations as everyone to work and to live independently;
 - Are supported to regain their skills and confidence after an illness or injury, so they can do things for themselves and stay independent; and
 - Feel safe and experience health, social care and community partners working together to meet their needs.

- 3.22 Delivering this vision will mean staff:
- Work in a culture of optimism, with the skills to focus on the strengths people have to help themselves;
 - Offer a consistent and good quality service where it is needed most, within the financial and other resources available to the Council;
 - Have the technology they need, are innovative and work with partners to secure better outcomes for people; and
 - Focus upon prevention work to help people sustain their health, independence and wellbeing.
- 3.23 The early implementation of ASC's transformation programme and new practice framework enabled total net expenditure for ASC in 2018/19 to be held at broadly the same level as 2017/18. Unsustainable levels of growth in expenditure that had been originally budgeted for 2018/19 were avoided and a £25m underspend against the budget was instead achieved. This was an important first step on the road towards greater financial sustainability.
- 3.24 The budget planned for ASC in the current MTFS essentially requires ASC to hold total net expenditure flat in real terms in 2019/20 and 2020/21, with reductions in budget resources potentially necessary in the years after depending of course on what happens at a national level. This will be challenging in the context of demand and inflationary pressures. There is no doubt that ASC will have to manage increased demand related to young people transitioning from Children, Families, Learning & Culture services – this is estimated to be £5m. There are also demand pressures in other care groups, which it is assumed will be mitigated through delivery of the service's transformation plans, although this is a risk. The pressure on care budgets, home adaptations and equipment is increased because of the need to facilitate hospital discharges as patient numbers rise. Price inflation is set at 2% although the inflationary costs facing care providers are often in excess of CPI. Essentially the Council's budget strategy requires ASC to make efficiencies to offset these very substantial pressures.
- 3.25 On the other hand, Surrey is comparatively a high spender on ASC. For instance, Surrey's total net expenditure on ASC in 2017/18 would have been £81m lower if it had been at the median for comparator authorities. Even if Surrey's spend had only been at the level of its nearest statistical neighbour, Hertfordshire, expenditure in 2017/18 would have been £35m lower. Whilst there are some specific local factors that account for this, it is reasonable to expect that successful implementation of ASC's Transformation Programme should help to bring Surrey more in line with its comparators.
- 3.26 In order to achieve ASC's budget strategy, the primary focus has to be on reducing expenditure on care packages to support people's eligible social care needs. 90% of ASC's gross expenditure is spent on supporting people and their carers. Although total expenditure on ASC was flat in 2018/19 and the latest forecast suggests it can be flat again in 2019/20, expenditure on care packages has still increased since 2017/18. This trend needs to reverse if ASC is to achieve its forward budget plans.
- 3.27 There are only four ways to reduce spend on ASC care packages:
- Reduce the number of service users;
 - Reduce average levels of care;
 - Reduce the cost of care; and
 - Change the model of care.

- 3.28 ASC's transformation programme will reduce spend on care packages through a combination of the above means. This will be achieved through a range of measures including:
- Continuing to embed the new strength-based approach to social work practice;
 - Investing in prevention including developing a new Technology Enabled Care service offer and repositioning ASC's Reablement service;
 - Streamlining ASC's front door and improved signposting to better channel and reduce demand for services funded by the County Council;
 - Developing a new and enhanced ASC Commissioning function along with a new Brokerage function to collectively lead market relationships;
 - Creating a new Learning Disability (LD) Countywide service aligned with ASC's Transition service to improve the care pathway from Children, Schools, Families and Culture services. This will focus on reducing reliance on institutional forms of care as well as reviewing all existing LD packages to identify opportunities where the same or better outcomes could be delivered more efficiently;
 - Maximising the benefits of the positive relationships already established and collaboration underway with local health partners;
 - Supporting people with LD/autism to move from residential care to independent living;
 - Replacing traditional forms of support such as institutionalised day care and associated transport costs with a focus on helping people into employment and ensuring all care services are delivering clear outcomes to enhance people's independence;
 - Expanding affordable extra care provision for Older People; and
 - Taking back control over ASC Mental Health services and embedding strength-based practice.
- 3.29 Delivery of ASC's Transformation Programme will involve the Council committing significant capital resources, both in terms of use of Council owned land that could potentially otherwise be sold or used for alternative and direct capital expenditure.
- 3.30 The area where capital investment is most certain is the development of additional affordable extra care housing for Older People. Cabinet recently approved the first phase of new schemes that are estimated to deliver around 165 affordable units. This will involve the Council leasing land with a combined market value of £5.5m to housing developers at peppercorn rent in return for these developers building new extra care schemes on the sites. The Council may also need to contribute up to £1.8m towards to the development costs. The ambition is to develop 725 additional affordable extra care units for Older People. If the same delivery model were to be adopted for future sites to reach this ambition, then it is estimated that this could involve investment of land and capital expenditure in excess of £45m. An indicative figure has been included in the Capital Programme pipeline representing this ambition.
- 3.31 Plans to expand independent living accommodation for people with LD or Autism could also have capital implications, although much of the new accommodation is currently expected to be developed by housing and care providers with limited need for use of County Council owned land or capital investment.
- 3.32 There will also be a need for continued capital investment in the care homes operated in-house by ASC and consideration of the long-term future of these sites which could have significant capital implications.

- 3.33 These measures will directly contribute towards achieving the Organisation Strategy, particularly in relation to core elements such as supporting independence, more joined up health and social care, partnership, supporting the local economy and embracing the digital revolution. They should also help ASC to achieve the immediate efficiencies across 2019/20 and 2020/21 and lay the foundations for a more secure financial future in the medium-term.
- 3.34 It is recognised though that changes will not be welcomed, initially at least, by all. Some of ASC's important stakeholders including service users, care providers and NHS partners may challenge aspects of ASC's planned transformational changes. It will be important to remain cognisant of these challenges and respond to them in a considered manner. There is no question though that significant change does need to take place if the spending on ASC is to be kept within what the Council can afford.
- 3.35 At the same time, it is important to be clear that it will not be possible to offset all demand and pricing pressures indefinitely in the medium-term without potentially more serious societal impacts, or risk of being in breach of our statutory obligations. To avoid those negative impacts Surrey, like all Local Authorities, is reliant on the government to safeguard social care in the long term by finally implementing the fundamental changes and investment to the social care system in England that have been promised for so long.

ENVIRONMENT, TRANSPORTATION AND INFRASTRUCTURE (ETI)

- 3.36 The wider ETI budget envelope is comprised of Environment, Transport & Infrastructure and Community Protection.
- 3.37 Environment, Transport & Infrastructure**
- 3.38 The 2020/21 ETI budget envelope reflects a number of factors including growth in respect of inflation and adjustments for efficiencies which are either one-off in 2019/20 or were not progressed as initially expected, including changes to transport budgets and to community recycling centres which the County Council decided not to progress. The Directorate will seek to manage other pressures within existing budgets, including drawing on Transformation and Feasibility funding, or through identifying additional efficiencies. Pressures being managed include replacing one-off or undelivered efficiencies in 2019/20 with sustainable efficiencies.
- 3.39 The Council's budget includes transformation funding of £10m and a feasibility fund of £5m in 2020/21. This funding will be accessed to support the feasibility development of major infrastructure and other transformational activity such as proposals relating to electric vehicles, 5G technology and solar panels. The availability of this additional funding in 2020/21 will enable better designed schemes, acceleration of delivery, and support the creation of bid winning proposals for accessing external funding.
- 3.40 The budget envelope also reflects efficiencies arising from the Council's environmental priorities (e.g. incentivising waste minimisation and recycling, encouraging sustainable transport choices through highway enforcement).
- 3.41 ETI is a new department following the Directorate-wide review which identified the need to ensure the right capacity is in place to drive forward the Council's ambitious Place agenda, as part of the Organisation Strategy. In order to become a proactive place-maker, changes are being made to the focus and delivery of the whole department, ensuring that the Council is able not only to get the basics right, but also is able to prepare for the future and ensure Surrey is able to benefit.

- 3.42 The Council is proposing a significant capital investment programme for the County – this will include investing in our Greener Futures which includes rethinking transport and supporting lower emissions, opening up our countryside, moving towards renewable energy and supporting our economy. To do this, the department is refreshing its shape, enhancing and refocusing its transformation portfolio and ensuring the right capacity is in place to deliver what is needed. Key areas of work will be major infrastructure projects, including, but not limited to the River Thames and wider Surrey Flood Alleviation Programme, the retendering of the Highways Contract, working to reduce the costs of waste management and better management of the highways network including increased capital investment in maintaining and improving highway assets.
- 3.43 New, emergent work is taking place in partnership with others related to the Council’s commitment to the way we manage the Countryside, our Greener Futures ambitions and rethinking transport, allowing the Council to investigate and develop plans which enable us to exploit the opportunities that new technology presents whilst building the resilience of the County as a whole. We are starting to implement better and more sophisticated ways to support people to change behaviour to reduce cost, for example by reducing overall levels of waste and to reduce contamination in recycling. The ETI Capital Programme supports these objectives through additional investment in highway infrastructure, where capital investment will reduce on-going costs through upstream prevention, flood alleviation and public rights of way, as well as investment in renewable energy such as solar power and low emission vehicles.
- 3.44 There continues to be emphasis on ensuring an understanding and addressing those areas of cost or income which are outliers when benchmarked, and taking action to address them and seeking ways to ensure we are both efficient and prudent in the decisions we take.
- 3.45 We continue to seek opportunities to review and test the levels of service that we provide, exploring where appropriate different delivery models; looking to work closely with local people to ensure we deliver the best possible outcomes within our budget envelope.
- 3.46 We continue to build partnership and collaborate with others across the County to maximise the impact that we can have and seek to ensure we maximise the income streams that we have, through both innovation, such as using the street lighting to support 5G roll out and robustly benchmarking our fees and charges while strengthening our approach to enforcement.
- 3.47 Community Protection Group**
- 3.48 Brought together recently, the Community Protection Group includes Surrey Fire & Rescue Service, Trading Standards, Emergency Management, Health & Safety, Military Covenant and Resilience. At its core, this group is positioned to work together to deliver against the Council’s 2020-2025 Corporate Strategy and the 2030 Community Vision.
- 3.49 Partnership working will be core to the success of the group. This partnership approach needs to start within Surrey County Council, with Adults and Children’s services, to help prioritising where we want to help our most vulnerable residents.
- 3.50 External partnerships with the boroughs and districts will also be key around protecting people, places and premises. Particularly to enable better working with businesses to support the Surrey economy.
- 3.51 Through the current transformation programmes and the improved coordination of services within the Community Protection Group we will be in a perfect position to improve Making Surrey Safer – Our Plan 2020-2023, which was approved by the Council in September 2019 following extensive consultation, sets out how we will deliver our prevention, protection and response activities and find better ways of working with partners, residents and businesses.

- 3.52 The plan allows for a stronger focus on prevention and protection activities to meet the risk profile of Surrey, while continuing to provide a strong, effective, and in future more efficient response to incidents. Investment in prevention and protection will include an increase in revenue expenditure of c.£2m over the next two years, supported by capital investment of £1.9m over the next five years (part of an overall Capital Programme of £15m for Fire vehicles and equipment). Efficiencies will be made through collaborating with partners, income generation, and modernising the wider service. Overall, across revenue and capital, the budget will increase by c£1.6m between 2019/20 and 2020/21.
- 3.53 Through the current transformation programmes and the improved coordination of services within the Community Protection Group we will be in a perfect position to improve:
- The safety of vulnerable adults and children in their homes;
 - Information and assistance available to the public around protecting themselves from risk, such as fire and rogue traders. Also, enabling people to be more resilient in order to help residents help themselves and others in their communities; and
 - Working with businesses around enabling greater understanding of risk, such as Health & Safety, and the impact that incidents and accidents can have on their operation.

TRANSFORMATION, PARTNERSHIPS AND PROSPERITY (TPP)

- 3.54 The Directorate provides services, resources and activities that are vital to drive forward, enable and support the Council to achieve the Community Vision for Surrey 2030 and Organisational Strategy and deliver an ambitious and forward-looking transformation programme that will result in better outcomes for Surrey residents, ever more cost-effectively.
- 3.55 Good progress has been made in delivering the transformation programme that was agreed by Council in November 2018, over the last year. This has assisted in stabilising the organisation, supporting the identification of significant efficiencies and started to fundamentally reform the way we deliver services to residents.
- 3.56 To continue this journey, the TPP Directorate requires effective and adequate resourcing for the following:
- Initiating and supporting change across the Council to improve services and outcomes from residents and realise efficiencies for the Council.
 - Communicating and engaging with our residents and staff, to ensure awareness and understanding of the Council's priorities, ambitions and activities.
 - Building and sustaining relationships and working with partner agencies, organisations and bodies across and beyond Surrey to better align our activities to the benefit of Surrey residents.
 - Collating, analysing and using data and information to provide valuable intelligence to support policies and strategies that drive better outcomes and service improvements for Surrey residents.
 - Creating and sustaining an organisational culture and team of staff that are led and supported to deliver their best for the residents of Surrey.
 - Working with a range of partners to promote economic growth in Surrey through supporting investment in infrastructure, marketing Surrey as a place to do business and supporting the development of a skilled workforce.

- 3.57 In addition to enabling significant efficiency proposals in other Directorates, the TPP Directorate is re-aligning resources to support the refreshed transformation programme, the Organisational Strategy and Our People strategy. We recognise that we need to invest further in the capacity and capabilities relating to innovation, digital and business intelligence/analytics.
- 3.58 This, coupled with significant restructures over the last year of both our Human Resources & Organisational Development and Communications services, should stand the Directorate in a good position to support the Council in achieving its ambitions and far reaching transformation agenda.

RESOURCES

- 3.59 The Resources Directorate provides vital support services to the organisation. As the Council continues to drive forward its ambitious transformation programme to improve the services we provide to residents and its commitment to the Community Vision for Surrey 2030, we are focused on ensuring that our corporate support and enabling services are of the highest calibre.
- 3.60 As the Council looks to focus more on enabling and facilitating working with our partners, we see ourselves as key drivers of achieving the required cultural change by role modelling change in the way we support and work with colleagues internally. The Resources Directorate is therefore focused on embedding changes and adopting a Business Partnering Approach, to ensure that we work effectively across the organisation as trusted and insightful partners. As business partners we will prioritise the value for money and effectiveness of the services we offer and the impact and benefits we can bring in supporting other Directorates to deliver service priorities, realise financial and non-financial benefits and improve outcomes for residents.
- 3.61 In order to achieve this aspiration, the Resources Directorate has undertaken a significant amount of self-reflection, review and restructuring, specifically:
- **A review of the Orbis Partnership** was undertaken to ensure that it can respond dynamically to the changing context and demands of its partner Councils. The recommendations included a renewed focus on an agreed set of core services, and a medium-term commitment to the future of the Partnership from all partner Councils;
 - **Implementation and embedding of the Finance Improvement Programme**, including a whole service restructure, process review, development and launch of the Finance Academy, embedding the Business Partnership approach including the co-design of a partnership agreement. The Finance Improvement Programme is due to conclude next year, and a report will be issued from the External Assurance Panel;
 - The Property function is being resourced to meet the longstanding ambition to **utilise our estate to drive a real change in service delivery and to generate value**; and
 - In the Procurement Service, a new operating model and review of policies has led to changes in financial thresholds, which will particularly benefit local small or medium sized enterprises and voluntary sector organisations by **increasing opportunities and reducing the bureaucracy for doing business with the Council**. The introduction of the Annual Procurement Forward Plan will provide a platform for early sight of key strategic procurements, with better planning and decision making.

- 3.62 In financial terms, the ambition is to stabilise the Directorate and ensure the sustainability of services. Despite this, efficiencies have been identified to offset the shortfall inherited from the previous year and a material amount of unachieved efficiencies which needed to be offset. Longer term efficiencies will come from changes in culture and working practices, enabling more efficient delivery of services while optimising our impact and generating better working relationships and outcomes within the services we support.
- 3.63 The implementation of a replacement for our main line of business IT systems (currently SAP) will help drive more streamlined and automated processes in the medium-term.

SECTION 4 – FINANCIAL STRATEGY 2020/21

4.1 National Funding Context

- 4.2 In contrast to the growing stability in our internal financial management arrangements, reflected in positive financial outcomes in 2018/19 and so far this year, the national landscape has been dominated by uncertainty. This has been predominantly caused (directly or indirectly) by the general political volatility that has prevailed at a national level over the last twelve months.
- 4.3 The Ministry of Housing, Communities and Local Government (MHCLG) has been unable to progress the promised review of Local Government funding distribution (the Fair Funding Review), which would ideally be accompanied by a multi-year funding settlement to allow the impact to be implemented over a number of years. With the fall of the timetable to deliver a Comprehensive Spending Review, any chance of a remodelled Local Government finance system, and clarity over the medium-term funding outlook, went with it.
- 4.4 It is therefore appreciated that MHCLG has gone as far as has been possible to set out a financial plan for 2020/21 at least, and which features some recognition of the financial pressures being faced by Local Authorities across the country. Whilst it does not come close to starting to undo the impacts of the previous decade long period of austerity, and its one-year time limits the impact it can have, the fact that overall resources are increasing rather than falling next year is to be welcomed.
- 4.5 Our working assumption was that the plans outlined by MHCLG in the Technical Consultation following the Spending Round would be implemented and this was confirmed in the Provisional Local Government Finance Settlement (LGFS) in December 2019. The new government has not reduced the available resources at such short notice, and will now fund proposals for Winter Pressures Grant, Social Care Grant, Improved Better Care Fund and the additional Social Care funding.

4.6 Spending Round 2019 (September 2019)

- 4.7 This financial year is the final year of the current Spending Review period. At the Spring Statement in March 2019 the then Chancellor of the Exchequer, Philip Hammond, indicated there would be a full three-year Spending Review before summer recess, assuming a Brexit deal was agreed by the end that month, with funding earmarked for the event of a no-deal Brexit being made available for redistribution if a deal was secured.
- 4.8 Due to the uncertainty of when to exit the EU, the anticipated three-year Spending Review was reduced to a one-year 'fast tracked' Spending Round to enable plans for the prorogation of Parliament in advance of the Queen's Speech. Spending Round 2019 (SR2019) included more money for the sector overall.

- 4.9 The announcement included £3.5bn of funding for Local Authorities, some of which was to be raised locally. This was made up of the continuation of some existing ‘temporary’ grants and new funding, the most significant of which is £1.5bn for Social Care comprised of £1bn Social Care Grant and the power to raise £0.5bn via the Adult Social Care Precept. The Council also expected to benefit from increased funding from the Department for Education (DfE) through a share of £780m for Children with SEND in 2020/21.
- 4.10 In total, SR2019 indicated a further c£36m of funding for SCC.
- 4.11 At the State Opening of Parliament in December 2019, as part of the Queen’s Speech, it was announced that the additional £1bn Social Care Grant would be provided in every year of this Parliament, a policy which will presumably be reflected in the government’s future fiscal plans.
- 4.12 2020/21 Provisional Settlement (December 2019)**
- 4.13 In April when we launched the MTFS process, we understood that MHCLG’s intention was to announce the provisional LGFS as early as November. The Technical Consultation issued in October 2019 was later than usual, and the expectation was that the announcement would be pushed back to early December. As it transpired, the Provisional Settlement was announced on 20 December, further delayed as a result of the General Election.
- 4.14 The Provisional Settlement was on the whole positive for the Council, although the continued placing of an undue burden on local tax payers for the national problems in social care continues to be of concern.
- 4.15 Of the funding announced as part of SR2019, subject to the Final Settlement confirmation, the provisional announcement confirmed that the Authority will receive c£14.2m of the new Social Care Grant and yield around £14.6m from the 2% Adult Social Care Precept if the Council chose to levy it. In addition, the Council will continue to receive c£6.8m of the rolled forward Adult Social Care Support grant and the New Homes Bonus Scheme will continue for an additional year in 2020/21. This is set out in Table 1 below.
- 4.16 The Provisional Settlement also confirmed MHCLG’s intention to ‘roll-forward’ the Settlement Funding Assessment (SFA), which includes increasing Baseline Funding (Business Rates) by 1.6% and eliminating negative Revenue Support Grant for another year.

Table 1 - Changes in Settlement Grants 2019/20 to 2020/21

Settlement Specific Grants	2019/20 £m	Change £m	2020/21 £m
Compensation for Business Rates Multiplier Changes	3.7	0.9	4.6
Improved Better Care Fund (including Winter Pressures Grant)*	11.1	0.0	11.1
New Homes Bonus**	2.7	(0.2)	2.5
Social Care Support Grant (SR 2019 £14.2m plus Autumn Budget 2018 £6.8m)	6.8	14.2	21.0
Total Settlement Specific Grants	24.3	14.9	39.2

4.17 Other Grants

4.18 There are a number of other grants, which do not form part of those associated with the Settlement but are announced at the same time. The government announced that the Independent Living Fund (ILF) arrangements, originally scheduled to end in March 2020, will continue to be paid to Local Authorities in 2020/21. The ILF was administered by The Department for Work and Pensions (DWP) until it was devolved to Local Authorities in June 2015. Local Authorities were then expected to meet all former ILF user's eligible needs. The announcement means the continuation of £1.6m for the Council. Table 2 sets out the summary of other grants.

4.19 The budget also includes the continuation of the following:

- **Private Finance Initiative** – credits relating to the Eco Park and Street Lighting contracts;
- **Dedicated Schools Grant - Corporate Allocation** - to support services provided by central departments, includes a reduction as assumed when developing the budget gap; and
- **Business Rates – Section 31 Grants** – reliefs and grants paid outside of the Settlement, with no change to budget assumptions.

Table 2 - Changes in Other Grants 2019/20 to 2020/21

Other Grants	2019/20 £m	Change £m	2020/21 £m
Independent Living Fund*	1.8	(0.2)	1.6
Business Rates - Section 31 Grants	3.1	1.4	4.5
Dedicated School Grant - Corporate Allocation	8.7	(5.6)	3.2
Private Financing Initiative	16.7	0.0	16.7
Public Health Grant	35.6	0.6	36.3
Grants assumed to cease**	2.3	(2.3)	0.0
Total Grants	68.2	(6.0)	62.2

* 2020/21 amount to be held in ASC

** Grants assumed to cease are Levy Account Surplus, Community Voices, Staying Put

4.20 Council Tax

4.21 Council Tax is the key source of income for the Council. The amount generated yearly is principally determined by the Council Tax Base (the number residential properties adjusted for exemptions and discounts), the rate of charge per property and the rate of collection.

4.22 The Council has seen a year-on-year increase in the number of new homes in the County and the current assumption is that there will be a growth in the Council Tax Base of 1.06% between 2019/20 and 2020/21.

4.23 The Council can, subject to legislative constraints, increase its Council Tax rate through two mechanisms; the Adult Social Care (ASC) Precept and the core Council Tax increase. Each 1% increase in Council Tax generates c£7m per annum. However, the increase in the core Council Tax is subject to a limit at which a referendum must be held and any increase in the Adult Social Care Precept is announced by the Secretary of State for MHCLG.

- 4.24 The Provisional Settlement confirmed there will be a core referendum principle of up to 2% for the core Council Tax. For the ASC Precept, the government consulted on a maximum increase of 2% and have indicated in the Provisional Settlement that this will be level, on top of the core principle, which will be agreed for 2020/21.
- 4.25 In setting the budget the Council has assumed a 1.99% increase in the core Council Tax. A 2% increase in the ASC Precept is also proposed, which will be directed to ASC pressures. Taking these factors into account it is proposed to increase the Council Tax by 3.99% in 2020/21. This equates to an increase of £1.11p per Band D Property per week. Full details of the Council Tax Requirement can be found in **Annex E**.
- 4.26 The Council also needs to consider the potential surplus or deficit relating to actual collection of Council tax when setting the budget. This is the difference between the estimated Council Tax collectable for 2019/20 and that actually collected. The collection fund surplus to be collected in 2020/21 is £4.3m.
- 4.27 In an attempt to reduce the number of empty properties throughout the County, the Council is proposing to reallocate increased funding that directly results from changes in Empty Home policies. Under this commitment the Boroughs and Districts will receive reallocated funding if agreed conditions are met. The details of the arrangement are to be formally agreed in the coming months.
- 4.28 Taking into account the forecast growth in the Council Tax Base, the increase of 3.99%, the Council Tax Requirement is £765.3m; and including the collection fund surplus assumptions the Council's income from Council Tax is forecasted to be £769.6m and this has been built into the proposed budget for 2020/21. However, £5.7m will be transferred to reserve to be reallocated as detailed in the previous paragraph, once the details of the arrangements are in place, this will leave £763.9m to be used to deliver the Council's budget.

Table 3 – Council Tax Funding

Council Tax Requirement	2019/20 £m	Change £m	2020/21 £m
Core Council Tax requirement	676.8	14.5	691.3
Core Council Tax requirement tax base growth		7.4	7.4
Total General Council Tax	676.8	21.9	698.7
Adult Social Care (ASC) Precept	51.3	14.6	65.9
ASC Precept tax base growth		0.7	0.7
Total ASC Precept	51.3	15.3	66.6
Collection Fund	3.5	0.8	4.3
Total Council Tax	731.6	38.0	769.6
Transfer to Reserve		(5.7)	(5.7)
Total Council Tax to Deliver Budget	731.6	32.3	763.9

4.29 Summary of Total Funding for 2020/19

4.30 When comparing the assumed 2019/20 funding position when the budget process began in April, to all known announcements there is a net increase of £39.8m to all Corporate Funding lines. This is shown in Table 4 and Table 5 shows how this funding is used to deliver a balanced budget for 2020/21.

Table 4 - Summary of Overall Corporate Funding

Total Corporate Funding Lines	2019/20 £m	Change £m	2020/21 £m
Total Business Rates including related grants	123.0	2.3	125.3
Total Settlement Grants (excl Business Rates)	8.8	14.2	23.0
Total Other Grants (excl Business Rates)	65.3	(9.1)	56.1
General Council Tax	676.8	17.9	694.7
Adult Social Care Precept (inc. tax base growth)	51.3	14.9	66.2
Collection Fund Surplus	3.5	(0.5)	3.0
Total Funding	928.6	39.8	968.4

4.31 Budget Principles

4.32 The 2019/20 Preliminary Budget Strategy contained a number of high-level principles which were used to set budget envelopes. These have also been used for the current MTFS period.

4.33 The principles are:

- A balanced revenue budget with minimum use of Reserves and balances;
- Regular review of Reserves and balances to ensure appropriate for the levels of risk;
- Budget envelopes for each Service to provide services within available resources;
- Cost and demand pressures contained within budget envelopes;
- Robust efficiency plans which are tracked and monitored;
- Managers accountable for their budgets; and
- Working with partners to create best value for residents.

4.34 The principles more specifically to setting medium-term budgets:

- Take a budget envelope approach with 2019/20 envelopes rolled forward;
- Developed a 5 Year MTFS (2020/21-2024/25) linked and integrated with transformation work across the Council;
- A funding model has been developed that will determine a percentage reduction in envelopes;

4.35 Envelopes are validated annually based on assumptions:

- Evidence bases for all efficiency proposals;
- Ensure all efficiencies/pressures/growth managed within budget envelopes;
- Pay inflation added to individual envelopes;
- Contract inflation allocated to Services to be managed in budget envelopes;
- A corporate risk provision/contingency held centrally;

- A corporate redundancy provision held centrally; and
- These revenue principles are applied to the capital budget setting process to ensure complete alignment.

4.36 Revenue Budget 2020/21

4.37 A key part of developing the budget is to undertake a review of pressures to the budget which are likely to materialise over the medium-term. These pressures can arise from demographic growth, new responsibilities, changes in service delivery, as well as inflation for staff pay and contracts. Whilst some pressures are unavoidable others can also be as a result of policy decisions but can also be included as growth to the budget to pump-prime efficiency proposals within services.

4.38 For 2020/21, **pressures (including inflation) total £78m** and have been built into the budget.

4.39 In setting the budget the Council's approach has been to fund Directorate pay and contract inflation, as well as non-contract inflation for supplies and services expenditure. In total c£23m inflation related funding has been added to Directorate envelopes. Key assumptions around inflation are as follows:

- **Contract Inflation** – the majority of contracts have inflation built in that is driven by changes in RPI. We have assumed a rate of 2.2% for planning purposes. In total £16.1m has been added to Directorate envelopes; and
- **Pay Inflation** – the MTFS anticipates that staffing costs will increase by 2% in each year over the medium-term. There continues to be a level of uncertainty on pay assumptions in future years. For 2020/21 we have added an additional £6.8m of pay inflation to budget envelopes.

4.40 Beyond inflationary costs, Directorates are managing a wide range of pressures across different services totalling **£55m**. Key service pressures are summarised below:

- **Children, Families, Lifelong Learning & Culture (CFLC)** – Whilst service improvements take place within Corporate Parenting and Family Resilience, the service cannot deliver further efficiencies, and so previous targets for efficiencies have to be replaced. The continuation of successful transformation projects for SEND and commissioning which were previously funded by one-off sources have been funded through this MTFS;
- **Public Health** – Demand led pressures from Sexual Health services, are being funded in 2020/21;
- **Adult Social Care** – Care package expenditure, will continue to be a pressure area led by new demand over 2020/21. This is compounded by new transition clients from CFLC;
- **Environment, Transport & Infrastructure** – Various pressures due to service changes not progressing or being delayed, for example in Strategic Transport and Community Recycling Centres;
- **Transformation, Partnership and Prosperity** – Previous efficiencies will no longer be met, causing new pressures, which will partially be offset by new efficiencies;
- **Resources** - A combination of increased costs for licenses, legal fees as well as restructuring to deliver the Asset & Land Improvement project; and
- **Corporate Income & Expenditure** – Whilst not a service, this budget holds the borrowing costs for the Council's investment plans, increase in the contingency, as well as the new feasibility and transformation funding. All of these require funding.

- 4.41 A full breakdown of the pressures including inflation can be found in **Annex A**. Some of these pressures will continue beyond 2020/21 and will add growth in to future year budgets.
- 4.42 To achieve a balanced budget for 2020/21, **£38m of efficiencies** have been identified. These are detailed by Directorate in **Annex B**. This efficiency target of £38m is over and above the £106m already delivered in 2018/19 and an additional £82m on track for delivery in 2019/20. In total c£230m of efficiencies would have been delivered over the last three years. In future the Council will be doing more work on the identification and delivery of cross-cutting efficiencies and commercialisation to avoid, where possible, front-line Service efficiencies.
- 4.43 Proposals will continue to be developed over the next 3-6 months to enable delivery. These will be monitored for progress in 2020/21 and reported monthly through management reports to the Council's Leadership Team and to Cabinet.
- 4.44 When considering all pressures (inflation and service), efficiencies and the net additional income the Council has received either as new funding or additional to what was originally assumed, the Council has set a balanced budget for 2020/21.

Table 5 - Budget Envelopes by Directorate and Funding

Directorate	Budget 2019/20 £m	Pay Inflation £m	Contract Inflation £m	Pressures/ Funding Decrease £m	Efficiencies/ Funding Increase £m	Total Movement £m	Budget 2020/21 £m
Children, Families, Lifelong Learning & Culture	243.7	3.0	3.8	5.7	12.0	0.5	244.2
Public Health	30.2	0.0	0.0	0.3	0.3	0.0	30.2
Adult Social Care	363.9	1.4	7.4	11.7	12.3	8.2	372.1
Environment, Transport & Infrastructure	162.6	1.3	3.5	4.8	4.0	5.6	168.2
Transformation, Partnerships & Prosperity Resources	16.9	0.3	0.1	2.9	1.0	2.3	19.1
Resources	65.7	0.9	1.2	2.6	4.1	0.6	66.3
Central Income & Expenditure	45.6			27.1	4.4	22.7	68.2
Total Net Expenditure	928.6	6.8	16.1	55.0	38.1	39.8	968.4
Business Rates (inc. related grants)	123.0				2.3	2.3	125.3
Settlement Grants (excl. Business Rates)	8.8				14.2	14.2	23.0
Other Grants (excl. Business Rates)	65.3			9.1		9.1	56.1
General Council Tax (inc. tax base growth)	676.8				17.9	17.9	694.7
Adult Social Care Precept (inc. tax base growth)	51.3				14.9	14.9	66.2
Collection Fund Surplus	3.5			0.5		0.5	3.0
Total Funding	928.6			9.6	49.4	59.0	968.4

- 4.45 A breakdown of the 2020/21 budget by Directorates and Services can be found in **Annex B**.

4.46 Building a “good” budget - Budget Hallmarks

- 4.47 In September 2018 we launched our Finance Improvement Programme. This was in response to the report commissioned by CIPFA in summer 2018 and which raised concerns about the Council's financial position and its standards of financial management. The programme has delivered a newly restructured Finance function, a new framework for budget management across the Council, and a learning and development package (The Finance Academy). Working with the External Assurance Panel, we have committed to assessing future budgets against a best practice framework. The six hallmarks and an assessment of progress against these in setting the 2020/21 budget and MTFs are detailed in Table 6 below.

Table 6 – Self-assessment against the Hallmarks of building the Budget

Hallmark	Self-Assessment
The budget has a medium-term focus which supports the Strategic Plan	<ul style="list-style-type: none"> Transformation funding has been built into the budget to deliver the Organisation Strategy over the medium-term to support the delivery of efficiencies. Ambitious capital investment. The revenue implications of borrowing have been built into the budget. This will help to unlock efficiencies and contribute towards managing demand in high cost areas e.g. ASC and SEND provision.
Resources are focused on our vision and our priority outcomes	<ul style="list-style-type: none"> Feasibility budget of £5m has been created which has been directed to accelerate the delivery of the capital ambition and therefore outcomes for residents.
Budget not driven by short-term fixes and maintains financial stability	<ul style="list-style-type: none"> Moving away from funding transformation from flexible capital receipts to the use of revenue budget, with 75% of the transformation budget funded through revenue. Most efficiency proposals are on-going and will help deliver a sustainable budget over the medium-term.
The budget is transparent and well scrutinised	<ul style="list-style-type: none"> The 2020/21 Draft Budget has been scrutinised at individual Select Committees. Service efficiencies and pressures have been provided in greater detail applicable to each Committee. Each Select Committee have had access to the Draft Budget Report and associated Annexes including how budget envelopes have been built for 2020/21 Equalities assessments have been undertaken for relevant proposals and outcomes shown in Annex K
The budget is integrated with the Capital Programme	<ul style="list-style-type: none"> The Capital Programme includes proposals that will help deliver efficiencies over the medium-term in key revenue demand areas e.g. ASC and SEND provision. The revenue budget includes all the borrowing costs of funding the Capital Programme.
The budget demonstrates how the Council has listened to consultation with local, people, staff and partners	<ul style="list-style-type: none"> A residents' survey was undertaken in December and the feedback has been incorporated into proposals. We have consulted with partners from the business and voluntary, community and faith sectors. Feedback from these partners will inform the final shape of next year's budget, and we will continue to work with them over the coming months, where appropriate, as we implement our efficiency and transformation plans for 2020/21. On-going social media campaigns; a dedicated "Budget 2020/21" webpage, engagement with local media and updates to residents and stakeholders through e-newsletters including Surrey Matters.

- 4.48 Section 10 of this report sets out our approach to engagement and consultation with key stakeholders on our budget approach and strategy namely on significant issues for our residents and businesses.
- 4.49 CIPFA Resilience Index**
- 4.50 In 2018, CIPFA announced it was working on a Financial Resilience Index, aimed at supporting good practice in the planning of sustainable finance. This was followed by a public consultation in July 2018 outlining the proposed methodology and illustrating how the results might be displayed in practice. Following an ‘unprecedented level of interest’, CIPFA took the decisions not to publish the tool openly in the first year while they continued to work with stakeholders to achieve a joint sector approach.
- 4.51 In December 2018, CIPFA provided the Council with analysis from its newly developed index. The results from the Resilience Index for the Council set out a picture of an Authority with relatively low levels of financial resilience, but with generally strong fundamentals and opportunities to strengthen financial standing.
- 4.52 In December 2019, CIPFA made the index publicly available for the first time. The index did not come with CIPFA’s own scoring, ranking or opinion on the financial resilience of an authority. However, users of the index have the ability to undertake comparator analysis drawing their own conclusions. The tool consists of nine primary and six secondary indicators, where the secondary indicators are elements of some of the Reserves and social care primary indicators
- 4.53 Our analysis of the index, comparing the Council against all other Counties, shows an improvement in our position between 2017/18 and 2018/19. The extent to which indicators present as higher risk has reduced and the number of indicators presenting on the ‘lower risk’ side of the scale has increased.
- 4.54 The greatest area of strength for Surrey is in the primary indicator of Council Tax Requirement as a proportion of net revenue expenditure. The Council ranks highest of all County authorities. Presumably, the rationale behind this indicator is that Council Tax is a stable form of income so authorities with a higher ratio on this measure face less exposure to changes in other funding streams, for example central grant funding.
- 4.55 The primary indicators showing improvement for the Council, i.e. those moving towards the lower risk side of the index between 2017/18 and 2018/19, mostly relate to Reserves measures. The most notable improvement being the Reserves Sustainability measure which is an indicator of the rate of depletion of Reserves. The improvements reflect the concerted effort the Council made in 2018/19 to reduce the reliance on Reserves to balance the revenue budget. The secondary indicators relating to Reserves breakdown changes to Unallocated and Earmarked Reserves.
- Earmarked Reserves shifted towards the lower risk side of the index and this was the driver for improvements. Earmarked Reserves reduced in each of the three years to 31st March 18, meaning they had a negative value and presented as higher risk on the 2017/18 index. In 2018/19, the Council increased Earmarked Reserves significantly; and
 - Unallocated Reserves have shown little movement and sit on the higher risk side of the index. This is because the Council has traditionally maintained a small General Fund Balance (c2-2.5% of Core Funding). Although short of the average when compared County Reserves of c5.8%, the Executive Director of Resources (s151) recommends a phased increase in General Fund balances to reach 5%-10% of net budget over the medium-term, reflecting future funding uncertainties and risks. The Reserves and Risk Mitigation Strategy are detailed in paragraphs 4.59-4.70 of this report.

- 4.56 The Council will not use Earmarked or General Reserves to balance the budget over the medium-term. However, Earmarked Reserves will be drawn on for their intended function, such as for the transformation programme, funding specific projects etc. As such, the Reserves indicators within the resilience index could shift either way in future years.
- 4.57 The primary social care indicator slipped towards the higher risk side of the index, the Council scores 73%, which is just above the comparator group average of 71%. However, the range over this indicator is narrow (62% to 81%) and given Surrey is one of only six county areas with a population in excess of 1.1m the Council's position in this context is acceptable. In the absence of a national solution to social care funding, it is unlikely that vast improvements can be expected on this ratio going forward.
- 4.58 Overall, the results reflect the significant inroads made over the course of the last two years towards improving the financial resilience of the Authority. Although the analysis is positive, we will continue our trajectory of improving resilience and financial stability over the medium-term, albeit in a climate of uncertainty.
- 4.59 2020/21 Reserves and Risk Mitigation Strategy**
- 4.60 The Council is required to maintain an adequate level of Reserves to deal with future forecast or unexpected pressures. We are not permitted to allow spend to exceed available resources which would result in an overall deficit. Sections 32 and 43 of the Local Government Finance Act 1992 require authorities to have regard to the level of Reserves to meet estimated future spend when calculating the budget requirement.
- 4.61 Reserves can be held for three main purposes:
- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing;
 - A contingency to cushion the impact of unexpected events or emergencies; and
 - A means of building up funds (Earmarked Reserves) to meet known or predicted liabilities.
- A summary of earmarked reserves and the forecast on reserves and balances can be found in **Annex D**.
- 4.62 Given the reduction in funding that the Council has experienced over recent years, retention of the Council's Reserves will be essential in order to mitigate risk, including future funding uncertainties, non-delivery of the transformation programme or other planned budget efficiencies.
- 4.63 The Council has traditionally maintained a low General Fund Balance. Although there is no generally recognised official guidance on the level to be held, the level should be justifiable in the context of local and external economic factors, and that taxpayers' money should not be tied up unnecessarily. The Council's external auditor comments on the level of reserves as part of the annual audit of the Council's Accounts.
- 4.64 In recent years it has been considered prudent to maintain a minimum General Fund level of between 2.0% to 2.5% (£17.5m to £22.5m) of net budget. Historically, this has been sufficient to cover unforeseen circumstances and the risk of higher than expected inflation.
- 4.65 As at 1st April 2019, £21.3m of General Fund was brought forward with no application to support the 2020/21 Budget.

- 4.66 For 2020/21, aside from the £21.3m General Fund balance, we have also allowed for a £20.4m Contingency as part of budget setting. The General Fund balance, in combination with the Contingency (for general purpose use), will mean that there is £41.7m (£4.4%) of cover to mitigate against future risk and uncertainties. On this basis, the Council's budget is considered to be robust.
- 4.67 Although short of the average when compared County Reserves of c5.8% (as per the results of the CIPFA Resilience Index), the Executive Director of Resources (s151) recommends a phased increase in General Fund balances to reach 5%-10% of net budget over the medium-term, allowing for an annual build of the General Fund balance to achieve this. This is reflective of the uncertainty and risk the Council faces and to ensure financial sustainability over the medium-term.
- 4.68 As part of the budget setting process we set aside £23m for inflationary increases – both for pay and contract inflation. In order to de-risk the budget, we have applied the £23m to Directorate budget envelopes to cover these increases.
- 4.69 The 2018/19 the outturn position was positive. Despite budgeting for a reliance on Reserves to balance the budget, the outturn resulted in a contribution to Reserves of £0.5m.
- 4.70 Surrey is well on its way to benefit from a broad-ranging and comprehensive transformation programme which commenced in 2018/19 and will continue into 2020/21 and on the cusp of having delivered c£190m of efficiencies with another £38m identified for the next financial year. This is supporting Surrey's sustainable financial position ensuring financial resilience without use of General Fund Reserves to balance the budget.
- 4.71 Triennial Pension Valuation as at 31st March 2019**
- 4.72 In the current draft actuarial valuation for 31 March 2019 (to be formally signed by the Fund actuary by 31 March 2020), the employer's contribution to be made for Surrey County Council (non-schools) was set for the three years to 31 March 2022. The employer's contribution is a combination of a primary rate, for future service obligations, and a secondary rate for deficit reduction.
- 4.73 The primary rate is the cost of funding future pension service and the secondary rate represents the contribution towards paying off accrued past deficit. The cost of the secondary rate has improved due to the relative strong performance of pension fund assets since April 2016, compared to liabilities, leading to an increase in the funding level.
- 4.74 In 2020/21 the primary rate will be 14.8% of payroll for those staff in the Local Government Pension Scheme (LGPS), which is the same rate as at 2019/20. The secondary rate will be 5% of the payroll totalling £9.7m, which is £2m lower than in 2019/20. This efficiency has been built in to the budget for 2020/21.
- 4.75 The whole fund funding level, calculated at the actuarial valuation, is 96%. The Council's funding position as an element of this is 93%. The deficit recovery period for the Council remains at 20 years.
- 4.76 The 2019 actuarial valuation includes a level of prudence for the impact of the McCloud judgement, with the likelihood of meeting the funding target being increased from 67% to 70%. The precise details of the effects of McCloud are not yet known. The impact of this on the Local Government Pension Scheme (LGPS) cost cap is also still to be confirmed.
- 4.77 MHCLG has consulted on extending the valuation cycle from triennial to quadrennial, however it is now confirmed that the next valuation will be in 2022.

4.78 Flexible Use of Capital Receipts Strategy

- 4.79 In the Spending Review 2015, the Chancellor of the Exchequer announced that to support Local Authorities deliver more efficient and sustainable services, the Government will allow them to spend up to 100% of their capital receipts on the revenue costs of transformation projects. Initially this flexibility on the use of capital receipts was limited to those received between 1 April 2016 and 31 March 2019. However, the 2018/19 Local Government Finance Settlement extended these flexibilities for a further three years to March 2022.
- 4.80 To take advantage of these flexibility, Local Authorities are required to produce a strategy which discloses the individual projects that will be funded, or part funded, through flexible receipts; this must be approved by Council.
- 4.81 In February 2019, the Council approved the use of £31.4m of capital receipts, to fund the Transformation Programme, as agreed by Council in November 2018, over the period 2018/19 – 2020/21. During 2018/19, £6m of transformation expenditure was used for this purpose and further £16m of transformation expenditure is projected by the end of 2019/20. This investment has generated a significant contribution to the efficiencies realised during the same period, introducing new practices, reforming failing services and building capabilities. Over the last two years the Transformation Programme has delivered £52m of efficiencies (£12m in 2018/19 and a further £40m in 2019/20).
- 4.82 The remaining £9m unspent element of the initial £31m allocation is expected to be utilised in 20/21 to continue to drive forward the refreshed Transformation Programme, as set out in a report to Cabinet to January 2020. In addition, the Council is being asked to approve the use of a further £2.5m of capital receipts in 20/21 to support the future transformation programme. This represents a transition year, both in relation to the refreshed Transformation Programme, but also in terms of funding and requires 2020/21 funding from receipts of £11.5m. To date, transformation funding has been completely reliant on the use of these flexibilities. For 20/21, the additional £2.5m will help supplement the amount built into the revenue budget for transformation (£7.5m) and from 2021/22, £10m per annum will be built into the on-going revenue budget, ensuring there is a sustainable funding source to support the on-going transformation of the Council's services and the way we work.
- 4.83 The refreshed Transformation Programme has been designed to deliver directly on the Council's key strategic ambitions and make a significant contribution to the efficiencies and cost avoidance targets over the medium-term. For 2020/21 this includes £24m of recurring revenue efficiencies (out of the total MTFS efficiencies of £38m for the year). Future transformation aims to deliver strategic ambitions aligned to the organisational strategy, with a focus on People, Place and Organisation. There is a focus on continuing to fix key functions but with a shift towards embedding new practice and driving visible improvements for residents. The total transformation investment requirement is £22m over the period 2020/21 – 2022/23 and this will be funded by a combination of the original allocation (funded by capital receipts) and the £10m per year budget, of which £2.5m is requested to be funded by capital receipts in 2020/21.
- 4.84 As part of the Council's 2020/21 budget setting process, we have set aside £10m for on-going transformative work to the way the Council undertakes its business. As described above we are some way into this process and in the past, there has been a wholesale reliance on the use of flexible capital receipts to fund this programme of works. From 2020/21 the Council is starting to move away from this reliance by funding 75% of the programme from Revenue and the balance from flexible receipts with a move to 100% revenue funding from 2021/22 onwards.

- 4.85 Whilst not part of the refreshed Transformation Programme, but part of the wider enabling projects to support the transformation agenda, the Moving Closer to Residents (MCTR) Project, was approved by Council in December 2019. This project will also require the use of capital receipts to fund revenue expenditure, in the move back into the County. **Annex F** details the plans for the use of flexible receipts to deliver transformation over the medium-term, including the Moving Closer to Residents (MCTR) project. Subject to agreement by Cabinet, The Flexible Use of Capital Receipts Strategy needs to be recommended to Full Council for approval.

SECTION 5 – FINANCIAL PERFORMANCE 2019/20- REVENUE

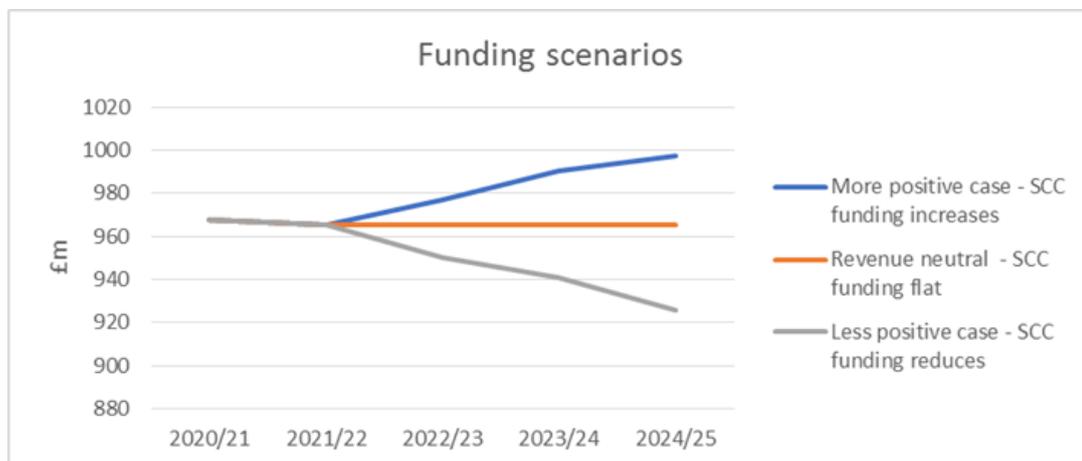
- 5.1 As at November 2019 (Month 8) the Council was forecasting an overall deficit of £0.4m. This was a reduction of c£0.8m from Month 7. This was achieved largely through continued efficiencies as a result of restructuring and lower volume and unit costs for transport, within CFLC, totalling £0.4m. Additionally, street lighting energy costs are forecasted to reduce by £0.3m in ETI, due to the actual increase in inflation being lower than budgeted. The Resources position also improved by £0.1m due to rent reviews and capitalisation of staffing costs in the Property service.
- 5.2 To address the underlying risks and make real changes to the quality of services, substantial work is being undertaken across the Council. A number of transformation, change programmes and activities are being undertaken. The two areas which could have the most significant impact on the Council's budgetary position are Special Educational Needs and Disabilities in Children, Families, Lifelong Learning and Culture and in Adult Social Care.
- 5.3 The SEND reset programme focusses on providing early support to children and young people, making better services for residents and reducing costs to grant levels over 3 years. A series of workshops have been held to develop management action plans to deliver efficiencies, which will be monitored and tracked. KPIs are being developed which will give an early indication that action is working (even before any change in the budget position).
- 5.4 In ASC, the focus in the programme is on Learning Disabilities, finalising the new ASC commissioning structure, implementing new sourcing processes (including establishing new central brokerage teams) and continuing to embed the new strength-based practice to ensure a more robust approach to assessments and reviews.
- 5.5 We are also making significant inroads into Corporate Services Transformation. We are at a varying stages of this transformation with Finance and HR largely complete and Property and Legal services commencing their journey.

SECTION 6 – MEDIUM-TERM FINANCIAL OUTLOOK 2021/22 to 2024/25

- 6.1 The future funding of Local Government remains uncertain largely due to two main variables, a Comprehensive Spending Review (CSR) and Local Government funding reform:
- A CSR is expected in the second half of 2020, which sets national departmental expenditure limits for a next three or four years; and
 - The Fair Funding Review (FFR) and the move to 75% retention of business rates have been delayed until April 2021. Although work is continuing behind the scenes there has been little in the way of communication with the sector and, further consultations expected on the service specific formula have failed to materialise. The Council continues to review technical working group papers to remain informed about the potential direction of reform.

- 6.2 Following the General Election, the government has confirmed it is “committed to conducting a fundamental review of business rates”. It is unclear how this fits in with the intended move towards 75% retention. Without certainty, we continue to plan for all reforms to be introduced in 2021/22.
- 6.3 Based on intelligence gathering, through engagement with sector colleagues and monitoring of technical working papers, we have modelled different scenarios of the Council’s funding up to 2024/25 that consider alternative outcomes from both of these key variables. Broadly, the modelling considered:
- **A revenue neutral case**, that has funding being flat in cash terms over the MTFS. In this scenario, decreases in funding that could result from a reduced quantum or FFR are offset by increases in other funding sources and the overall outcome is cash flat over the period.
 - **A more positive case**, where resources increase by c1%. An increase in national resources could result in more funding for Councils even if the outcome of FFR is not positive because there would be more to distribute. Conversely, a positive FFR outcome could result in increased funding, even if the national quantum stayed flat or reduced marginally.
 - **A less positive case**, where resources reduce by c1%. A reduction in national resources could result in less funding for Councils even if the outcome of FFR is positive because there would be less to distribute. Conversely, a negative FFR outcome could result in reduced funding, even if the national quantum stayed flat or increased marginally.

Graph 1 - Medium-Term Funding Scenarios



- 6.4 In deciding which scenario to develop the Council has to consider the likelihood of changes from both variables as well as the level of risk. Having reviewed the modelling, considered the outcomes of past reforms and CSRs and conducted the usual horizon scanning, intelligence gathering and sector engagement, it is felt that the less positive outcome returns the most realistic results. The medium-term strategy has been built on this scenario.
- 6.5 In this scenario it is assumed that in 2021/22, when funding reforms are likely to take effect, the overall funding within the sector will be relatively stable. However, from 2022/23 onwards, new damping arrangements built into funding reforms start to unwind and it is assumed that the overall Local Government quantum and therefore our funding starts to reduce. In total the impact to our funding is a reduction of c£40m (cumulative 4.5%) between 2020/21 to 2024/25. This is shown in Table 7 below.

Table 7 - Funding Reduction 2020/21 to 2024/25

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Funding	968.4	965.3	950.2	940.6	925.5
Incremental reduction		0.30%	1.60%	1.00%	1.60%
Cumulative reduction		0.30%	1.90%	2.90%	4.50%

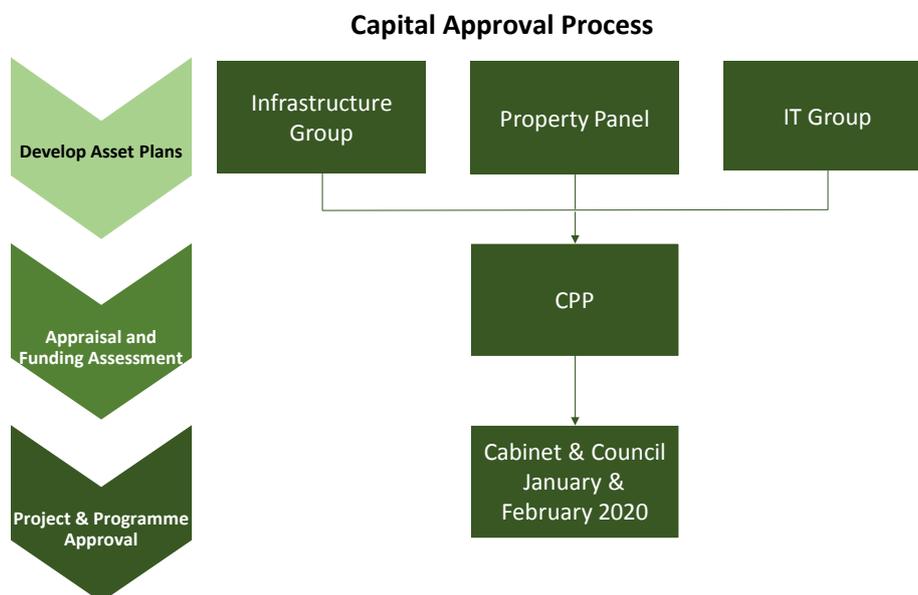
- 6.6 Over the planning horizon the Council will face pressures resulting from demand-led growth, funding an ambitious Capital Programme and pay and contract inflation, with the latter assumed to increase in line with Office for Budget Responsibility forecasts. The culmination of the funding reduction and increased pressures will lead to a provisional budget gap of c£27m in 2021/22, increasing to a cumulative gap of c£160m by 2024/25.
- 6.7 This cumulative gap is the equivalent of c£40m of efficiencies year-on-year. Based on the trajectory of delivery over the last c24 months, c£20m-£25m (c50-60%) of efficiencies have been delivered through transformation and the assumption is that this would continue. The funding for the refreshed transformation programme has been provided for in setting the balanced budget in 2020/21. On this basis there would be relatively small requirement for Directorates to deliver BAU type of specific efficiencies.
- 6.8 Table 8 shows Directorate budget envelopes over the MTFS to 2024/25.

Table 8 - Directorate Budget Envelopes 2020/21 to 2024/25

Directorate	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Children, Families, Lifelong Learning & Culture	244.2	248.2	253.0	258.4	263.9
Public Health	30.2	29.8	29.9	29.9	30.0
Adult Social Care	372.1	381.7	393.7	409.1	424.4
Environment, Transport & Infrastructure	168.2	170.7	174.7	179.8	185.4
Transformation, Partnerships & Prosperity	19.1	20.0	20.5	21.0	21.5
Resources	66.3	67.6	69.8	68.2	67.5
Total Directorate Expenditure	900.1	917.9	941.5	966.6	992.8
Central Income & Expenditure					
-MRP	16.1	21.8	25.8	29.7	35.1
-Net Interest	7.6	7.4	10.0	12.3	16.6
-Feasibility	5.0	5.0	5.0	5.0	5.0
-Transformation Fund	7.5	10.0	10.0	10.0	10.0
-Contingency	20.4	20.4	20.4	20.4	20.4
-Other (Redundancy, Pension, Investment Income)	11.6	9.6	7.3	7.4	8.0
Total Corporate Income & Expenditure	68.2	74.2	78.5	84.7	95.0
Total Net Expenditure	968.4	992.2	1,020.0	1,051.3	1,087.8
Total Funding	968.4	965.3	950.2	940.6	925.5
Funding Gap (Cumulative)	0.0	26.9	69.8	110.7	162.3

SECTION 7 – CAPITAL PROGRAMME 2020/21 to 2024/25

- 7.1 This section of the report sets out the 2020/21-2024/25 Capital Programme.
- 7.2 The planning process to develop the Capital Programme has been built around organisational priorities and is fully integrated with the revenue budget process. The officer-led Capital Programme Panel (CPP) produced a framework for a renewed capital strategy which focused upon a set of criteria including alignment with strategic priorities, outcomes for residents, deliverability and value for money.
- 7.3 To ensure affordable, value for money capital solutions and to reduce the risk of unplanned slippage, the governance and delegation around Capital Programme appraisal and approval has also been updated. CPP constituted three Strategic Capital Groups based on core expenditure budget envelopes (Property, Infrastructure and IT) as shown in the diagram below. These Groups were tasked with developing the new Capital Programme for 2020/21 and over the medium-term based on an asset planning approach.

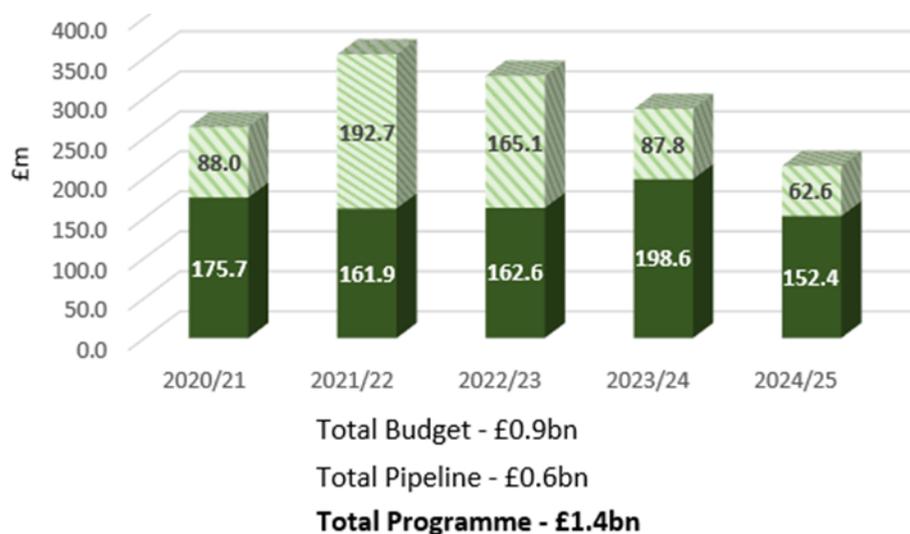


- 7.4 The approach has allowed the review of the existing asset base with a view to identifying the optimal medium-term asset requirement to enable service delivery which meets the needs of residents. Additional capital spend needed to achieve the optimal asset base has been captured in the programme.
- 7.5 An ambitious Capital Programme of this nature necessarily includes projects and programmes at various stages of development. The programme therefore comprises two clearly defined elements:
- The capital budget which is set out for approval, representing the Council’s firm capital spending plans over the medium-term; and
 - A capital pipeline of schemes which represent the Council’s wider ambitions for capital spend, including areas that require further development and scrutiny before they are included in the capital budget. This pipeline will be subject to separate and rigorous governance and approvals process, requiring full business cases as evidence bases.

7.6 Both elements are part of the overall capital envelope and the revenue cost of funding the programme has been included in the MTFS. The Capital Programme is presented in Annex C and below.

7.7 Capital Programme Overview

Graph 2 – Capital Programme 2020-2025



7.8 The Capital Programme is presented as follows:

- Corporate Priority Schemes - £351m of new investment which focuses on the delivery of the Council's corporate priorities.
- Service Delivery Schemes - £111m of new investment which delivers service priorities and supplements the existing Capital Programme.
- Existing Capital Programme - £389m of schemes approved by Cabinet and Council in previous years. The existing programme includes on-going highways, bridges and infrastructure maintenance of £100m together with schools maintenance and basic need of £114m.
- Capital Pipeline - £596m of schemes in development which will form part of the budget as business cases are approved.

Table 9 – Summary Capital Programme

Capital Programme	2020/21 £m	Total £m
Corporate Priority Schemes	50.9	350.5
Service Delivery Schemes	22.7	111.3
Existing Schemes	102.1	389.4
Total Capital Budget	175.7	851.2
Community Investment Fund	20.0	100.0
Other Pipeline Schemes	68.0	496.2
Total Capital Pipeline	88.0	596.2
Total Capital Programme	263.7	1,447.4

7.9 Corporate Priority Schemes

- 7.10 The capital budget focuses on schemes delivering a number of the Council's corporate priorities including; supporting independence; tackling inequalities for vulnerable residents and securing homes and business from the effects of climate change; whilst keeping Surrey connected. Based on current estimates the schemes delivering these corporate priorities total £351m (in addition to existing allocations) over the five-year MTFS and comprise;
- £237m - River Thames Flood Alleviation scheme (£135m over the MTFS with the remainder in later years);
 - £92m - Highways Maintenance;
 - £71m - Schools Basic Need;
 - £35m - Moving Closer to Residents and the relocation of County Hall (£9m over the MTFS, with £26m in 2019/20);
 - £33m - for a wider programme of Flood Alleviation schemes across the county (£15m over the MTFS with the remainder in later years);
 - £31m – Special Educational Need and Disability (SEND) schemes (£27m over the MTFS with £4m in 2019/20); and
 - £2m - Extra Care Housing (plus the investment of £5.5m of land on which to develop the sites). Further proposals are in the Capital Pipeline.
- 7.11 These schemes represent the Council's highest priorities for capital expenditure for the next five years and most have already been approved by Cabinet.

7.12 Service Delivery Schemes

- 7.13 In addition to the corporate priorities, the programme includes a £111m portfolio of new allocations which meet the capital requirements of services across the Council and include:
- £56m - Bridges, highways structures, highways drainage and signage maintenance;
 - £31m – Schools capital maintenance;
 - £6m – Investment in vehicles, equipment and other infrastructure for Surrey Fire and Rescue Service; and
 - £3m – Investment in public rights of way and improved access to the countryside.
- 7.14 Business cases supporting this spend, demonstrating alignment with priorities, service need and value for money have been scrutinised by CPP and are recommended for inclusion in the approved capital budget.

7.15 Capital Pipeline and the Community Investment Fund

- 7.16 The capital pipeline, representing the wider ambitions for capital investment across the MTFS, includes £100m of funding has been set aside to establish a Community Investment Fund. The fund will provide visible investment in the priorities of local communities, including in town centres and on community buildings, based on the key principles of delivering value for money and outcomes for residents.
- 7.17 Following the Council's declaration of a "Climate Emergency" we are accelerating work towards delivering on our climate change responsibilities and to create a greener future. A number of projects are being explored which include investment to support low emission buses and vehicles; electronic charging points, improvements to the rights of way network and an ambitious proposal to develop a solar farm. Proposals are currently being examined for feasibility and deliverability and are included in the capital pipeline.

- 7.18 As a Council, we are committed to continue working with partners to unlock opportunities which benefit the County as a whole. Investment in Major Transport Infrastructure remains a priority which will support the local economy. Supported by the Highways England Highways Infrastructure Fund (and subject to funding approval), the Council plans to invest approximately £100m on the A320 and A22 corridors to unlock housing development for Borough and District partners.
- 7.19 The pipeline also includes an indicative £40m investment on accommodation for Looked After Children (LAC) and £23m for Pupil Reintegration Unit (PRU) investment. Developing our internal provision in these areas will reduce the need for expensive external contracts and better meet the needs of children in Surrey.

SECTION 8 – FINANCIAL PERFORMANCE 2019/20 – CAPITAL

- 8.1 At Month 8 (November 2019), the capital position forecast a full-year outturn of £122.7m against a 2019/20 budget of £122.1m. The variance of £0.6m relates to unforeseen ground conditions and planning delays in the Linden Farm scheme.
- 8.2 For Month 8, the capital budget for 2019/20 was increased by £1.8m. This was predominantly due to additional funding for existing schemes. Epsom and Ewell Borough Council contributed £1.1m towards the Epsom Market Place LEP scheme. Additional funding totalling to £0.6m was also received from third parties (including parent teacher associations) and through the Devolved Formula Grant to be spent on schools' projects.
- 8.3 Resource management is key to understanding how the delivery of priorities and outcomes in the Organisational Strategy are aligned to available resources. The expectation is that timely reporting against the Capital Programme enables Members to prioritise decisions on the approval of additional/flexible funds in asset plans.

SECTION 9 – TOTAL SCHOOLS BUDGET

- 9.1 The Council is required by law formally to approve the Total Schools Budget, which comprises: Dedicated Schools Grant funding, post 16 grant funding and any legally relevant Council Tax related funding. This budget is used to fund schools' delegated and devolved expenditure and other maintained schools' expenditure, plus expenditure on a range of school support services specified in legislation. The Total Schools Budget excludes funding allocated to individual academy schools.
- 9.2 The Total Schools Budget is a significant element of the proposed total budget for the Children, Families, Lifelong Learning and Culture Directorate. Table 10 outlines the proposed Total Schools Budget for 2020/21 of £505.7m, comprising:
- £500.4m Dedicated Schools Grant (DSG); and
 - £5.3m Education and Skills Funding Agency (ESFA) sixth form grants.

Table 10 - Analysis of Total Schools Budget for 2020/21

	Schools' Delegated and devolved budgets £m	Centrally Managed Services £m	Total £m
DSG 2020/21	339.6	160.8	500.4
ESFA sixth form grant	5.3		5.3
Total Schools Budget	344.9	160.8	505.7

9.3 Centrally managed services include the costs of:

- Placements for pupils with special educational needs in non-maintained special schools and independent schools;
- Two and three-year olds taking up the free entitlement to early education and childcare in private nurseries;
- Part of the cost of alternative education (including part of the cost of pupil referral units);
- Additional support to pupils with special educational needs; and
- A range of other support services including school admissions.

9.4 Schools are funded through a formula based on pupil numbers and ages with weightings for special educational needs and deprivation. Cabinet considered and agreed a detailed report on the 2020/21 funding formula on 17 December 2019. In 2020/21 the formula implements the Government's Minimum Funding Guarantee at 1.84% (the maximum possible). To ensure affordability, the formula limits the per pupil increase (via a "ceiling"). The level of this ceiling is proposed at 5.5% per pupil, dependent on the outcome of the appeal to the Secretary of State to transfer £3.3m of school funding to high needs and subject to amendment by the Cabinet Member and Director of Education, Lifelong learning and Culture when all funding data for schools is known.

9.5 Schools will also receive pupil premium funding, based on the number of:

- Pupils on free school meals at some time in the past six years;
- Looked after children;
- Children adopted from care;
- Pupils from service families (or who qualified as service children within the last six years, or in receipt of a war pension).

9.6 Schools also receive a range of other grants for example to support increases in teachers' pay and pension costs, infant free school meals and physical education and sport in primary schools.

SECTION 10 – COMMUNICATION AND ENGAGEMENT

- 10.1 With the draft budget published for the first time in January 2020, due to the calling of a General Election in December 2019, the window for communicating and engaging with residents about the 2020/21 proposals was reduced.
- 10.2 However, during November and December 2019 the Council published a survey around how the revenue budget is allocated amongst different services, highlighting the specific spending allocations of the 2019 budget and asking residents which budgets they would like to see reduced, maintained, or increased ahead of 2020/21.
- 10.3 534 residents responded to the survey, and the following messages came through in the feedback:
- Survey respondents were more likely to increase spend on services that support vulnerable residents, including Children and Adults;
 - Respondents were more likely to either increase or maintain budgets for most service areas instead of reducing them. Some commented that it felt impossible to make trade-offs. Table 11 below defines where residents are most likely to increase, maintain or reduce spending;
 - Residents' prioritisation of spending on services for vulnerable people supports the results from the participatory budgeting work with residents in 2018* (see Table 11); and
 - Other suggestions for the budget included reducing our staffing costs (e.g. salaries and pensions), better collaboration with other organisations such as co-locating services, pooling budgets for projects with partners and encouraging greater community participation and independence.

Table 11 – Key Messages from Residents' Survey 2019

Top 3 areas for spending increases	Top 3 areas for maintaining current spend	Top 3 areas for reducing spend
<ul style="list-style-type: none"> • Education (includes early years and home-to-school transport) – 54% • Highways and transport – 52% • Adult Social Care – 52% 	<ul style="list-style-type: none"> • Waste management – 68% • Cultural services (includes libraries and Surrey Arts) – 54% • Community protection (includes Fire and Rescue and Trading Standards) – 54% 	<ul style="list-style-type: none"> • Council support services (includes Property, Communications and IT) – 41% • Cultural services (includes libraries and Surrey Arts) – 18% • Environment and planning – 14%

**In September 2018, we held two workshops with over 100 residents to gain insight into where they would invest the Council's budget and manage difficult competing demands within constrained resources. This was supplemented by a survey on Council spending priorities carried out in December 2018 – January 2019 with a statistically representative and targeted sample of 1,100 residents. Outcomes included residents wanting to most protect services that support vulnerable people, preferred services to be maintained rather than cut, and found it difficult to make trade-offs when allocating investment in services. The survey of 2019 was sent to all residents of Surrey.*

- 10.4 Over the course of February 2020, the Council will continue the theme of communicating with residents about the services delivered by SCC, drawing out specific outcomes for residents relating to each service area. This will be done using real life case studies. These outcomes will be set in the context for the budget allocation for each service.
- 10.5 The Council will also communicate the specific deliverables associated with the Capital Programme over the 5-year MTFS period, highlighting the increased investment in the future of the County.
- 10.6 The Council will produce a Council Tax leaflet to all residents, delivered through the Districts and Boroughs' Council Tax demands in March, and hosted online alongside the required statutory information. There will also be a social media campaign, a dedicated "Budget 2020/21" webpage, engagement with local media and updates to residents and stakeholders through e-newsletters including Surrey Matters. There will also be engagement with SCC staff through internal communications channels.
- 10.7 We have also consulted on our draft budget proposals with partners from the business and voluntary, community and faith sectors. Any feedback from these partners will inform the final shape of next year's budget, and we will continue to work with them over the coming months, where appropriate, as we implement our efficiency and transformation plans for 2020/21.

SECTION 11 – EQUALITIES AND DIVERSITY

- 11.1 In approving the Budget and the Council Tax Precept, the Cabinet and Council must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010.
- 11.2 A high level Equality Impact Assessment (EIA) of the revenue efficiencies proposals has been undertaken and is set out in **Annex K**. In addition, full EIAs relating to specific efficiency proposals are included which reflect their advanced stage of development and will have notable day-to-day impacts for residents. Further EIAs will be undertaken where appropriate before individual proposals are implemented. In considering the proposals in this report, Cabinet Members are required to have 'due regard' to the objectives set out in section 149 of the Equality Act 2010, i.e. the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it (the Public Sector Equality Duty).
- 11.3 The Equality Act 2010 ('the EA') provides that a public authority must, in the exercise of its functions, have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EA;
 - advance equality of opportunity between persons who share a relevant protected characteristic (as defined by the EA) and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics set out in the EA are as follows:

- Age
 - Disability
 - Gender Reassignment
 - Pregnancy/ maternity
 - Race
 - Religion or Belief
 - Sex
 - Sexual Orientation
 - Marriage and civil partnership are also protected characteristics for the purposes of the duty to eliminate discrimination.
- 11.4 Prior to making a decision as to which efficiency proposals should be agreed, Cabinet must have due regard to the Equality Duty contained in Section 149 of the EA.
- 11.5 Having 'due regard' does not necessarily require the achievement of all the aims set out in section 149 of the EA. Instead it requires that Cabinet understand the consequences of the decision for those with the relevant protected characteristics and consider these alongside other relevant factors when making the decision to pursue one course of action rather than another, alternative, course of action that may have different consequences. The regard which is necessary will depend upon the circumstances of the decision in question and should be proportionate.
- 11.6 The public sector equality duty set out in the EA is a continuing one, and it will therefore be necessary to monitor the effects of decisions and policies, not only during their formulation, but also after implementation.
- 11.7 The three equality aims set out above must be considered as a relevant factor alongside financial constraints and all other relevant considerations.
- 11.8 EIAs are carried out to identify any adverse impacts that may arise as a result of the proposals for those with protected characteristics and to identify appropriate mitigations. Members must read the full version of the EIAs and take their findings into consideration when determining these proposals.

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Summary - 2020/21 Pressures and Efficiencies by Directorate2020/21
£'000

Prior year budget	928,564
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Pressures

Directorate	2020/21 £'000
Children, Families, Lifelong Learning & Culture	12,488
Public Health	319
Adult Social Care	20,547
Environment, Transport & Infrastructure	9,561
Transformation, Partnership and Prosperity	3,274
Resources	4,651
Central Income and Expenditure	27,098
Total Pressures	77,938

Efficiency Proposals

Directorate	2020/21 £'000
Children, Families, Lifelong Learning & Culture	11,979
Public Health	319
Adult Social Care	12,344
Environment, Transport & Infrastructure	3,966
Transformation, Partnership and Prosperity	1,021
Resources	4,074
Central Income and Expenditure	4,427
Total Efficiencies	38,130

Total	968,373
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Efficiencies still to find	0
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7 Children, Families, Lifelong Learning & Culture - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 243,690

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	3,015
Non-Pay Inflation	An increase based on the terms stipulated within contracts including, transport, social care placements and special guardian orders.	3,808
Council Tax Subsidy	Care Leavers living outside Surrey	100
Child Death Reviews	SCC contribution to Child Death review process with six Surrey CCGs in line with updated guidance.	150
Education Management System	Implementation costs of new Education Management System, initial pressure followed by reduction in annual maintenance licence costs.	290
Mainstreaming of transformation - SEND	Funding of the on-going costs of services following the transformation programme - SEND	1,675
Mainstreaming of transformation - Commissioning	Funding of the on-going costs of services following the transformation programme - Commissioning	450
2019/20 Unmet Efficiencies	An ambitious trajectory was set to realise efficiency targets in 19/20. Whilst improvement is on track, the financial benefits are not expected to be achieved and aligned until 21/22.	3,000
Total Pressures		12,488

Children, Families, Lifelong Learning & Culture - 2020/21 Pressures and Efficiencies

2020/21
£'000

7

Prior year budget

243,690

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Libraries and cultural services transformation	A new strategy and service model will be implemented for libraries and cultural services ensuring a more efficient use of our asset base and increased income generation. This model and approach differs from our current model by increasing the focus on sharing spaces to ensure they are genuinely cost-effective.	800
Short Breaks	Better utilisation of short breaks block contract to reduce spend on spot purchasing.	300
Care Leaver Packages	Reduction on supported accommodation spot purchase expenditure through better utilisation of the block contract.	200
Contact Services	Review of contact service to ensure delivery of court ordered contact.	250
Reduction in SEND reserve	Proposed plans for delivering sustainability for the High Needs block require some further analysis and ratification. The Council is currently matching the DSG HNB overspend of £29m to create an offsetting reserve. As a result of these proposals the contribution in 20/21 will be reduced to £24m.	5,101
Reunification Project	Review of existing cases to understand if children should remain in care or return home	200
Early Help Transformation – Children’s Centre reconfiguration	This is the ongoing impact of the remodelling of Children’s Centres to create Family Centres which was undertaken in 19/20. The overall efficiency for this programme was £3.4m.	2,400
Early Help Commissioning – efficiency for 20/21	Efficiencies are linked to reductions in contracts for services delivering Early Help. The previous fragmented approach of small grants to a variety of organisations produced little evidence of impact. We are therefore moving to a Lead Provider model which is expected to generate efficiencies in line with the recommendations of the Children's Commissioner.	100
Commercialisation	Increased income expected from Registrars / Civil Ceremonies due to a revised fee structure and expanded service offer.	300
Surrey Outdoor Learning & Development	Increased turnover from additional activities and fee inflation.	200
Income	Charging schools for work to support transfer to Academy status based on the cost incurred by the Council, thus removing the burden from the Council tax payer.	128
Clinical Commissioning Group (CCG) Funding	CCG funding for Services that SCC are paying 100% for which should be funded or part-funded by Health.	2,000
Total Efficiencies		11,979
Total		244,199
Efficiencies still to find		0

Public Health - 2020/21 Pressures and Efficiencies

2020/21
£'000

7

Prior year budget 30,236

Pressures

Pressures Title	Description	2020/21 £'000
Sexual health demand	Increased expenditure on sexual health out of area assessments and treatment. This is the main area of Public Health service expenditure that is not subject to fixed contracts. Surrey residents are entitled to get their sexual health service from anywhere in the country. When they do so in areas outside of the county, SCC is charged. The estimated pressure is based on the historical trend.	220
Pay inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	60
Sexual health contracting	Genitourinary medicine (GUM) contract extension from April 2020.	11
Recharge pressure	Estimated increase in recharge of SCC corporate overheads to the Public Health service.	25
Pharmaceutical Needs Assessment	Wasn't completed in 2019/ 20 as every 3 years.	3
Total Pressures		319

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Reduction to the planned delivery of the Children's Dental Health Epidemiology Survey	We will work closely with Dental Public Health colleagues to ensure we contribute to the understanding of dental need. We will work closely with Dental Public Health colleagues to fund a more cost-effective targeted approach to reducing dental decay in the most vulnerable children.	5
Family Weight Management contract efficiencies	Commencement of new Family Weight Management Contract with Active Surrey	21
Substance Misuse Efficiencies	Efficiencies related to the integrated Substance Misuse service	36
Commissioning changes	Change in commissioning model for the Babcock budget as staff member has been brought in house and is now included under salaries and the commissioning budget removed	50
Staffing efficiencies	This will mean deleting an existing vacancy from the current structure and reallocation of work to ensure core functions are maintained.	92
Review of Stop Smoking service	Currently stop smoking services are provided in 3 ways - a contract SCC has commissioned with a community provider, Public Health Agreements with GPs and Public Health Agreements with Pharmacies. The proposal is to cease the Public Health Agreements with GPs and Pharmacies, and instead focus all activity through the main community contract. GPs and Pharmacies will then refer people into the community contract. This will streamline the provision of stop smoking services, releasing cashable efficiencies in the process.	115
Total Efficiencies		319
Total		30,236
Efficiencies still to find		0

Adult Social Care - 2020/21 Pressures and Efficiencies

2020/21
£'000

7

Prior year budget 363,925

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	1,391
Non-Pay Inflation	Non-pay inflation has been calculated based on 2% for spot care packages plus any fixed inflation commitments built into block contracts.	7,425
Care package commitments higher than the 2019/20 budget	The ongoing net care package expenditure pressure above the 2019/20 budget that it is estimated will need be addressed by achieving efficiencies in 2020/21. This excludes the full year effect of new Transition clients in 2019/20 which is included in the pressure for new Transition cases from Children, Families, Learning and Culture services set out separately below.	6,150
New Transition cases from Children, Families, Learning and Culture services (CFLC) services	Based on current activity levels it is estimated that a pressure of £5m per year will arise representing the in-year cost of new cases that join in that year and the remaining full year cost of new cases from the previous year. This pressure may reduce in future years based on the success of actions planned through ASC's and CFLC's transformation programmes.	5,000
Increased staffing costs for ASC's Transition team	Funding of the ongoing costs of additional staff in ASC's Transition team initially funded through the All Age Learning Disability transformation programme.	581
Increased Better Care Fund income for ASC	Additional investment in Adult Social Care from 2019/20 BCF revised funding now part of BCF base.	-2,451
Increased Better Care Fund expenditure	Additional activity in Adult Social Care funded from increased BCF investment.	2,451
Total Pressures		20,547

7 Adult Social Care - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 363,925

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Older People care package efficiencies	Efficiencies planned to be delivered through ASC's Practice Improvement programme. This excludes the efficiencies planned to be achieved through the expansion of affordable extra care housing which will also be achieved against the Older People care package budget.	4,635
Physical & Sensory Disability care package efficiencies	Efficiencies planned to be delivered through ASC's Practice Improvement programme.	1,593
Strategic shift for people with Learning Disabilities from residential care to independent living	Efficiencies estimated through moving people with Learning Disabilities from institutional residential care homes to independent living care settings. This relies on creating additional independent living capacity across Surrey which is being managed through ASC's Accommodation with Care & Support programme.	800
Learning Disability and Autism care package efficiencies	Efficiencies planned to be delivered through ASC's Learning Disability and Autism transformation programme. This covers the whole Learning Disability care package budget including the Transition 18-25 year old cohort. The efficiencies planned to be achieved through moving people from residential care to independent living are excluded which will also be achieved against the Learning Disabilities care package budget are excluded from the Efficiencies targets here.	4,639
Mental Health care package efficiencies	Efficiencies planned to be delivered through ASC's Mental Health transformation programme.	678
Total Efficiencies		12,344
Total		372,128
Efficiencies still to find		0

Environment, Transport & infrastructure - 2020/21 Pressures and Efficiencies

2020/21
£'000

7

Prior year budget 162,583

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	1,279
Non-Pay Inflation	Inflation on external contracts including highways maintenance, waste management and local bus contracts.	3,525
Strategic Transport Review - policy change not pursued	The budget assumed that transport efficiencies would be made in 2019/20 from Q4 onwards. The decision not to proceed with policy changes has led to a pressure.	1,612
Changes at Community Recycling Centres (CRCs) not progressed	The budget assumed that changes at CRCs would deliver efficiencies in 2019/20. The decision not to proceed with those changes has led to a pressure.	633
Street lighting private finance initiative (PFI) contract changes (one-off)	Changes to the street lighting PFI contract were expected to generate a one-off efficiencies in 2019/20, which needs to be replaced by new efficiencies from 2020/21.	1,382
Bus Service Operator Grant (BSOG) partially one-off	The 2019/20 budget includes use of the accumulated historical BSOG surplus, £1.9m, which is one-off. Offset against this, if the grant continues to be received then £0.8m can be released to support service provision.	1,060
Fire & Rescue contingency crewing	The Home Office require that Fire & Rescue services have appropriate contingency arrangements in place.	70
Total Pressures		9,561

Environment, Transport & infrastructure - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 162,583

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Street lighting energy (on-going from 2019/20)	Conversion of street lights to LED will be implemented over 3+ years and energy efficiencies are expected to grow accordingly.	373
Concessionary fares volumes (On-going from 2019/20)	The volume of concessionary journeys has reduced in recent years, and this trend is expected to continue.	600
Countryside estate income/visitor economy	Developing the countryside offer to include events, concessions, and other income generation e.g. from catering.	125
Reduce waste management costs	Reduce waste management costs through a combination of incentivisation (including review of financial transfers to D&Bs) and recycling/minimisation campaigns, including reprioritising Surrey Environmental Partnership activities.	500
Network Management	To support the Council's environmental aims and encourage sustainable modes of transport there will be a review of the network management mechanisms and delivery models across the county. Phase 1 will include implementation of the revised parking Policy, with some consequent increases in income. Work is under way to identify options to deliver the remaining efficiencies.	668
Highway enforcement	Additional enforcement, e.g. bus lane camera enforcement, will help to ensure bus journeys are more reliable thereby supporting sustainable transport choices. Additionally, lobby government to enact legislation to allow other moving traffic violations (box junctions, banned turns, no entry etc.) to be enforced, supporting improvements in congestion management.	200
Fire efficiencies	Collaboration opportunities and modernisation of the service in response to the recommendations of HMICFRS.	1,500
Total Efficiencies		3,966
Total		168,178
Efficiencies still to find		0

Transformation, Partnership and Prosperity - 2020/21 Pressures and Efficiencies

2020/21
£'000 7

Prior year budget 16,869

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	299
Non-pay Inflation	An assumed RPI increase, where uplift is RPI, or an increase based on the terms stipulated within contracts	116
Cross Directorate	Non-achievement of 19/20 efficiencies. Additional efficiencies which were to be identified during 2019/20 have not been realised and therefore there is an ongoing pressure as a result.	1,007
Customer Services	Channel shift/customer experience efficiencies have not been realised as quickly or at the levels initially anticipated.	500
Strategic Leadership	Funding of Integrated Health Posts	333
Spans & Layers	Staffing efficiencies have been realised in other Directorates due to the implementation of spans and layers principles, this efficiency assumed that some central costs would be reduced and this is yet to be realised.	500
Coroners Service	Rising body transportation costs and pay pressures associated with staff who have transferred from the Police	118
Coroners Service	Phased reduction in Police contribution to Coroner's service as agreed when service transferred to the Council.	126
Insight, Analytics & Intelligence	Future enhanced staffing structure to recognise the need to invest in improved management information to inform decision making	275
Total Pressures		3,274

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
HR&OD	Rationalisation of staff development budgets to more closely align with refreshed Organisational Strategy/Our People Strategy/Transformation Programme.	200
Coroners	Service efficiencies from implementing peer review recommendations	100
Insight, Analytics & Intelligence efficiencies	Service efficiencies relating to Community Partnerships	135
Economic Development	Service efficiencies relating to structures and the Economic Growth Fund	200
Transformation Support Unit	Re-alignment of resources to reflect transformation refresh	100
Customer Services	Re-alignment of resources to reflect changes in customer demand and preferences (eg automation)	286
Total Efficiencies		1,021

Total 19,122**Efficiencies still to find** 0

Resources - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 65,699

Pressures

Pressures Title	Description	2020/21 £'000
Pay Inflation	Pay inflation has been calculated based on a 2% year on year uplift to salaries. The cost of incremental pay progression has not been included. Services will need to manage the impact of incremental pay progression within their budget envelopes.	854
Non-pay Inflation	Inflation on property, IT and energy contracts as well as other support service contracts.	1,230
Orbis	Net impact of the delay to the achievement of prior years efficiencies target	371
Legal Services	Increasing cost of external legal fees.	439
IT&D	Increased costs of software licences.	320
Property	Move towards Greener Electricity.	170
Property	Funding of Integrated Health Post.	167
Property	Land & Asset Improvement Project.	1,000
Finance	Increase Insurance premium costs.	100
Total Pressures		4,651

Efficiency Proposals

Efficiency Title	Description	2020/21
Orbis - Business Ops	Surrey CC share of planned efficiencies in existing Orbis business plan (these are predominantly coming from staffing efficiency through increased integration).	398
Orbis - IT&D		266
Orbis - Procurement		162
IT&D	Revised approach to capital funding of equipment refresh.	698
IT&D	Mobile app efficiencies.	50
Business Ops	Devolution of administration of Local Assistance Scheme to Boroughs & Districts.	250
Finance	Reduce Self Insurance Fund Contribution.	1,250
Property	Property service review of structure and delivery models	1,000
Total Efficiencies		4,074

Total 66,276**Efficiencies still to find 0**

Central Income & Expenditure - 2020/21 Pressures and Efficiencies

2020/21
£'000

Prior year budget 45,562

Pressures

Pressures Title	Description	2020/21 £'000
Contingency	Analysis of risk has resulted in the need to increase the base budget contingency.	10,063
Transformation Funding	Shifting investment from capital receipts to revenue as part of overall drive towards stability and sustainability,	7,500
Feasibility Fund	Creation of Feasibility Fund for the Council's capital investment programme. This will ensure better value project development, win more external funding and allow quicker delivery.	5,000
Investment Income	Realigning the Commercial Investment Portfolio income target to reflect the decision to hold rather than expand the portfolio, with a consequential reduced risk.	2,100
MRP	The revenue impact of additional capital expenditure.	1,448
Digital, Business & Insights Platform	Funding net investment costs of the new Digital, Business and Insights (DBI) platform.	487
Schools Funding Loss	Loss of funding from schools becoming academies.	500
Total Pressures		27,098

Efficiency Proposals

Efficiency Title	Description	2020/21 £'000
Interest Payable	Despite increased capital expenditure funded by borrowing, the commercial investment portfolio is on hold, reducing the requirement for borrowing, whilst short-term borrowing rates have reduced. This has resulted in a lower financing costs in 2020/21, with an increase in future years, as the capital programme accelerates.	927
Pension Strain	Due to organisational changes, as a result of transformation, the pension strain has reduced resulting in a reduction in the provision.	1,000
Pension Contribution - Triannual valuation	The draft actuarial valuation includes a forecasted reduction in the SCC contribution rate. The Council's funding level, calculated at the actuarial valuation, is 93%, which is an improvement from the last valuation in 2016/17.	2,000
Dynamic Discounting	The Council has negotiated discounts on early repayment of invoices for goods and services purchased. This will help achieve £0.5m of efficiencies in 2020/21	500
Total Efficiencies		4,427

Total 68,233

Efficiencies still to find 0

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Our Council

2020/21 Subjective Budget

2019/20 Budget Book £'000	Directorate	Lead	Employee Cost £'000	Non Employee Cost £'000	Gross Exp £'000	Income £'000	Government Grants £'000	20/21 Budget £'000
242,290	Children, Families, Lifelong Learning and Culture	Dave Hill	132,852	686,004	818,856	(26,348)	(548,309)	244,199
0	Public Health	Dave Hill	2,703	27,533	30,236	0	0	30,236
364,811	Adult Social Care	Simon White	79,543	421,697	501,240	(116,376)	(12,736)	372,128
162,845	Environment, Transport, & Infrastructure	Gillian Steward	58,532	134,948	193,480	(20,375)	(4,927)	168,178
13,332	Transformation, Partnerships and Prosperity	Michael Coughlin	14,749	5,663	20,412	(812)	(478)	19,122
71,216	Resources	Leigh Whitehouse	31,502	70,448	101,950	(35,608)	(66)	66,276
31,670	Central Income & Expenditure	Leigh Whitehouse	1,250	75,884	77,134	(8,900)	0	68,234
886,164	Total - Our Council		321,131	1,422,177	1,743,308	(208,419)	(566,516)	968,373
Central funding:								
(731,598)	Council tax					(763,913)		(763,913)
(119,977)	Business Rates					(116,224)		(116,224)
(34,589)	Central Government Grants						(88,236)	(88,236)
0	Total - Our Council		321,131	1,422,177	1,743,308	(1,088,556)	(654,752)	0

Our Council

Budget movements from 2019/20 Budget to 2020/21 Budget

2019/20 Budget Book £'000	Directorate	2019/20 Virements and Other Adjustments £'000	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Efficiencies £'000	20/21 Budget £'000
242,290	Children, Families, Lifelong Learning and Culture	1,401	243,690	6,823	5,665	(11,979)	244,199
0	Public Health	30,236	30,236	0	319	(319)	30,236
364,811	Adult Social Care	(886)	363,925	8,816	11,731	(12,344)	372,128
162,845	Environment, Transport, & Infrastructure	(262)	162,583	4,804	4,757	(3,966)	168,178
13,332	Transformation, Partnerships and Prosperity	3,537	16,869	415	2,859	(1,021)	19,122
71,216	Resources	(5,517)	65,699	2,084	2,567	(4,074)	66,276
31,670	Central Income & expenditure	13,892	45,562	0	27,098	(4,427)	68,234
886,164	Total - Our Council	42,400	928,564	22,942	54,996	(38,130)	968,373

Note: 2019/20 virements and other adjustments - Transfer of PH Grant (PH - £30.2m and CIE £5.4m = £35.6m) and Social Care Grant (£6.8m) to Central Government grants. The other changes reflect the permanent in year virements between services significantly the repatriation of Orbis services to Surrey between TPP, Resources and CIE and the transfer of Commercial Service from CFLC to Resources (£1.7m).

Children, Families, Lifelong Learning and Culture

Executive Director: Dave Hill

2020/21 Subjective Budget

2019/20 Budget Book £'000	Service	Employee Cost £'000	Non Employee Cost £'000	Gross Exp £'000	Income £'000	Government Grants £'000	20/21 Budget £'000
43,804	Family Resilience	31,021	8,409	39,430	(1,517)	(1,125)	36,788
97,383	Education, Lifelong Learning & Culture	54,327	227,311	281,638	(19,989)	(165,717)	95,932
6,043	Commissioning	5,574	60,676	66,250	(60)	(59,822)	6,368
8,013	Quality & Performance	8,931	1,279	10,210	(741)	(426)	9,043
92,047	Corporate Parenting	32,761	74,941	107,702	(4,041)	(9,553)	94,108
(5,000)	Directorate Wide Savings	239	1,721	1,960	0	0	1,960
242,290	Total - Children, Families, Lifelong Learning and Culture	132,852	374,338	507,190	(26,348)	(236,643)	244,199
0	Delegated Schools		311,666	311,666		(311,666)	0
242,290	Total - Children, Families, Lifelong Learning and Culture	132,852	686,004	818,856	(26,348)	(548,309)	244,199

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Budget movements from 2019/20 Budget to 2020/21 Budget

2019/20 Budget Book £'000	Service	2019/20 Virements and Other Adjustments £'000	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Efficiencies £'000	20/21 Budget £'000
43,804	Family Resilience	(5,390)	38,414	1,025	0	(2,650)	36,788
97,383	Education, Lifelong Learning & Culture	929	98,312	2,474	1,675	(6,529)	95,932
6,043	Commissioning	(142)	5,901	117	450	(100)	6,368
8,013	Quality Assurance	387	8,400	203	440	0	9,043
92,047	Corporate Parenting	3,166	95,213	1,495	100	(2,700)	94,108
(5,000)	Directorate Wide	2,451	(2,550)	1,510	3,000	0	1,960
242,290	Total - Children, Learning, Families and Culture	1,401	243,690	6,823	5,665	(11,979)	244,199
0	Delegated Schools	0	0		0		0
242,290	Total - Children, Families, Lifelong Learning and Culture	1,401	243,690	6,823	5,665	(11,979)	244,199

Public Health

Executive Director: Dave Hill

2020/21 Subjective Budget

2019/20 Budget Book £'000	Service	Employee Cost £'000	Non Employee Cost £'000	Gross Exp £'000	Income £'000	Government Grants £'000	20/21 Budget £'000
0	Public Health	2,703	27,533	30,236			30,236
0 Total - Public Health		2,703	27,533	30,236	0	0	30,236

Budget movements from 2019/20 Budget to 2020/21 Budget

2019/20 Budget Book £'000	Service	2019/20 Virements and Other Adjustments £'000	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Efficiencies £'000	20/21 Budget £'000
0	Public Health	30,236	30,236		319	(319)	30,236
0 Total - Public Health		30,236	30,236	0	319	(319)	30,236

Adult Social Care

Executive Director: Simon White

2020/21 Subjective Budget

2019/20 Budget Book £'000	Service	Employee Cost £'000	Non Employee Cost £'000	Gross Exp £'000	Income £'000	Government Grants £'000	20/21 Budget £'000
364,811	Adult Social Care	79,543	421,697	501,240	(116,376)	(12,736)	372,128
364,811	Total - Adult Social Care	79,543	421,697	501,240	(116,376)	(12,736)	372,128

Budget movements from 2019/20 Budget to 2020/21 Budget

2019/20 Budget Book £'000	Service	2019/20 Virements and Other Adjustments £'000	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Efficiencies £'000	20/21 Budget £'000
364,811	Adult Social Care	(886)	363,925	8,816	11,731	(12,344)	372,128
364,811	Total - Adult Social Care	(886)	363,925	8,816	11,731	(12,344)	372,128

Environment, Transport, & Infrastructure

Executive Director: Gillian Steward

Director (Community Protection & Emergencies): Steve Owen-Hughes

2020/21 Subjective Budget

2019/20 Budget Book £'000	Service	Employee Cost £'000	Non Employee Cost £'000	Gross Exp £'000	Income £'000	Government Grants £'000	20/21 Budget £'000
58,986	Highways & Transport	17,308	60,366	77,674	(13,046)	(1,773)	62,855
69,580	Environment	6,807	69,386	76,193	(4,247)	(274)	71,672
388	Communities Support Function	321	29	350			350
34,472	Community Protection	34,096	5,486	39,582	(2,820)	(2,880)	33,882
(581)	To be identified across services		(319)	(319)	(262)		(581)
162,845	Total - Environment, Transport, & Infrastructure	58,532	134,948	193,480	(20,375)	(4,927)	168,178

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Budget movements from 2019/20 Budget to 2020/21 Budget

2019/20 Budget Book £'000	Service	2019/20 Virements and Other Adjustments £'000	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Efficiencies £'000	20/21 Budget £'000
58,986	Highways & Transport	(322)	58,664	1,978	4,054	(1,841)	62,855
69,580	Environment	67	69,647	2,017	633	(625)	71,672
388	Communities Support function	(46)	342	8			350
34,472	Community Protection	39	34,511	801	70	(1,500)	33,882
(581)	To be identified across services		(581)				(581)
162,845	Total - Environment, Transport, & Infrastructure	(262)	162,583	4,804	4,757	(3,966)	168,178

Notes:

Inflation includes contractual inflation where required, including waste management, street lighting, highways maintenance and bus services.

Transformation, Partnerships and Prosperity

Executive Director: Michael Coughlin

2020/21 Subjective Budget

2019/20 Budget Book £'000	Service	Employee Cost £'000	Non Employee Cost £'000	Gross Exp £'000	Income £'000	Government Grants £'000	20/21 Budget £'000
4,133	Human Resources & Organisational Development	4,707	1,888	6,595			6,595
2,637	Insight, Analytics & Intelligence	2,390	1,622	4,012	(264)	(478)	3,270
3,133	Customer Services	2,952	107	3,059	(142)		2,917
1,772	Coroner	1,064	1,283	2,347	(379)		1,968
1,281	Strategic Leadership	1,337	28	1,365			1,365
1,407	Communications	1,123	319	1,442			1,442
976	Economic Growth	398	416	814	(27)		787
0	Transformation Support Unit	778		778			778
(2,007)	Cross County	0		0			0
13,332	Total - Transformation, Partnerships and Prosperity	14,749	5,663	20,412	(812)	(478)	19,122

Transformation, Partnerships and Prosperity

Budget movements from 2019/20 Budget to 2020/21 Budget

2019/20 Budget Book £'000	Service	2019/20 Virements and Other Adjustments £'000	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Efficiencies £'000	20/21 Budget £'000
4,133	Human Resources & Organisational Development	2,480	6,613	182		(200)	6,595
2,637	Insight, Analytics & Intelligence	463	3,100	30	275	(135)	3,270
3,133	Customer Services		3,133	70		(286)	2,917
1,772	Coroner	0	1,772	52	244	(100)	1,968
1,281	Strategic Leadership	(267)	1,014	18	333		1,365
1,407	Communications	0	1,407	34			1,441
976	Economic Growth	0	976	12		(200)	788
0	Transformation Support Unit	861	861	17		(100)	778
(2,007)	Cross County		(2,007)		2,007		0
13,332	Total - Transformation, Partnerships and Prosperity	3,537	16,869	415	2,859	(1,021)	19,122

Resources

Executive Director: Leigh Whitehouse

2020/21 Subjective Budget

2019/20 Budget Book £'000	Service	Employee Cost £'000	Non Employee Cost £'000	Gross Exp £'000	Income £'000	Government Grants £'000	20/21 Budget £'000
2,432	Finance	5,610	2,993	8,603	(1,432)		7,171
3,619	Legal Services	3,296	1,258	4,554	(424)		4,130
3,407	Democratic Services	1,664	1,980	3,644	(151)	(66)	3,427
18,877	Property	8,535	27,622	36,157	(9,101)		27,056
11,030	Information Technology & Digital	651	10,715	11,366	(660)		10,706
(69)	Business Operations	162	(468)	(306)			(306)
31,920	Joint Operating Budget ORBIS		15,782	15,782			15,782
	Commercial Services	11,584	10,566	22,150	(23,840)		(1,690)
71,216	Total - Resources	31,502	70,448	101,950	(35,608)	(66)	66,276

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Budget movements from 2019/20 Budget to 2020/21 Budget

2019/20 Budget Book £'000	Service	2019/20 Virements and Other £'000	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Efficiencies £'000	20/21 Budget £'000
2,432	Finance	5,713	8,145	176	100	(1,250)	7,171
3,619	Legal Services	0	3,619	72	439		4,130
3,407	Democratic Services	(57)	3,350	77			3,427
18,877	Property	6,723	25,600	1,120	1,337	(1,000)	27,057
11,030	Information Technology & Digital	(175)	10,855	278	320	(748)	10,705
(69)	Business Operations	0	(69)	13		(250)	(306)
31,920	Joint Operating Budget ORBIS	(16,031)	15,889	348	371	(826)	15,782
0	Commercial Services	(1,690)	(1,690)				(1,690)
71,216	Total - Resources	(5,517)	65,699	2,084	2,567	(4,074)	66,276

Central Income & Expenditure

Executive Director: Leigh Whitehouse

2020/21 Subjective Budget

2019/20 Budget Book £'000	Service	Employee Cost £'000	Non Employee Cost £'000	Gross Exp £'000	Income £'000	Government Grants £'000	20/21 Budget £'000
31,670	Central Income & Expenditure	1,250	75,884	77,134	(8,900)	0	68,234
31,670	Total - Central Income & Expenditure	1,250	75,884	77,134	(8,900)	0	68,234

Budget movements from 2019/20 Budget to 2020/21 Budget

2019/20 Budget Book £'000	Service	2019/20 Virements and Other Adjustments £'000	2019/20 Budget £'000	Inflation £'000	Pressures £'000	Efficiencies £'000	20/21 Budget £'000
31,670	Central Income & Expenditure	13,892	45,562	0	27,098	(4,427)	68,234
31,670	Total - Central Income & Expenditure	13,892	45,562	0	27,098	(4,427)	68,234

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Capital Programme Budget - Expenditure 2020/21 - 2024/25

Project	Programme or Individual Project	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Highway Maintenance - Roads	Programme	22.8	17.3	17.3	17.3	17.3	92.0
Surrey Flood Alleviation - River Thames	Project	2.6	2.5	10.0	60.0	60.0	135.1
Surrey Flood Alleviation - Wider Schemes	Programme	1.1	3.6	3.6	3.6	3.6	15.3
Infrastructure - Corporate Priority Schemes Total		26.5	23.4	30.9	80.9	80.9	242.4
Surrey Fire - Purchase of New Fire Engines & Equipment	Programme	1.2	1.2	0.9	0.5	0.5	4.3
Making Surrey Safer – Our Plan 2020-2023	Project	0.3	0.3	0.5	0.5	0.5	1.9
Bridge/Structures Maintenance	Programme	0.8	5.5	7.1	7.1	7.1	27.6
Drainage Asset Capital Maintenance/Improvements	Programme	1.3	1.3	1.3	1.3	1.3	6.3
Highway Maintenance - Signs	Programme	0.4	0.0	0.0	0.0	0.0	0.4
Illuminated Street Furniture Maintenance/Replacement	Programme	2.9	2.7	1.9	1.9	1.9	11.3
Intelligent Traffic Systems Maintenance (Traffic Signals)	Programme	1.9	1.9	1.9	1.9	1.9	9.5
Safety Barrier Maintenance	Programme	0.0	0.0	0.5	0.5	0.5	1.5
Replacement Vehicles	Programme	0.2	0.2	0.2	0.2	0.2	0.8
A217 Reigate to Horley Safer Roads scheme	Project	0.7	0.3	0.0	0.0	0.0	1.0
LEP Funded Schemes Electric Vehicle Charging Point Pilot	Project	0.5	0.0	0.0	0.0	0.0	0.5
Surrey Quality Bus Corridor Improvement	Project	0.3	0.5	0.1	0.0	0.0	0.9
Smallfield Safety Scheme (CIL)	Project	0.0	0.3	0.0	0.0	0.0	0.4
Public Rights of Way	Programme	1.3	0.6	0.1	0.1	0.1	2.2
Improving Access to the Countryside	Project	0.8	0.2	0.0	0.0	0.0	1.1
Other - (Speed Cameras, ANPR at CRCs, Traffic Systems)	Project	0.8	0.5	0.1	0.0	0.0	1.4
Infrastructure - Service Delivery Schemes Total		13.3	15.5	14.4	13.9	13.9	71.0
Fire - Vehicle & equipment Replacement	Programme	2.1	1.6	1.6	1.6	1.6	8.6
Fire-Emergency Services Network	Project	0.2	0.0	0.0	0.0	0.0	0.2
Highway Maintenance	Programme	14.9	14.9	14.9	14.9	14.9	74.5
Bridge strengthening & Earthworks	Programme	3.1	3.1	3.1	3.1	3.1	15.3
Safety Barriers	Programme	1.0	1.0	1.0	1.0	1.0	5.1
Traffic signals	Programme	1.0	1.0	1.0	1.0	1.0	5.1
Flooding & drainage	Programme	1.5	1.5	1.5	1.5	1.5	7.3
External funding	Programme	1.2	1.2	1.2	1.2	1.2	6.0
Flood Resilience	Programme	0.4	0.0	0.0	0.0	0.0	0.4
Local Highways Schemes	Programme	2.0	2.0	2.0	2.0	2.0	10.0
Road Safety Schemes	Programme	0.2	0.2	0.2	0.2	0.0	0.8
Local Enterprise Partnerships Funded Schemes	Programme	3.3	0.0	0.0	0.0	0.0	3.3
Street Lighting LED Conversion	Project	5.7	5.7	4.8	0.0	0.0	16.3
Superfast Broadband	Project	0.1	0.1	0.0	0.0	0.0	0.1
Basingstoke Canal	Programme	0.3	0.2	0.2	0.2	0.2	0.9
Closed landfill sites	Programme	0.1	0.1	0.1	0.1	0.0	0.2
Infrastructure - Existing Programme Total		36.9	32.5	31.5	26.7	26.4	154.0
Infrastructure - Total		76.8	71.3	76.7	121.4	121.2	467.3

Project	Programme or Individual Project	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Schools Basic Need	Programme	5.0	15.0	20.4	25.1	5.7	71.1
SEND Strategy	Programme	8.9	10.0	7.6	0.0	0.0	26.5
Extra Care Housing	Programme	1.8	0.0	0.0	0.0	0.0	1.8
Moving Closer to Residents	Project	8.7	0.0	0.0	0.0	0.0	8.7
Property - Corporate Priority Schemes Total		24.4	25.0	28.0	25.1	5.7	108.1
Recurring Capital Maintenance Schools	Programme	4.5	7.5	7.5	7.5	4.3	31.3
Corporate Capital Maintenance	Programme	1.0	1.0	1.0	1.0	1.0	5.0
Pupil Referral Unit (PRU) Schemes	Programme	0.8	0.0	0.0	0.0	0.0	0.8
Priority Schools Building Programme	Project	2.2	0.0	0.0	0.0	0.0	2.2
Property - Service Delivery Schemes Total		8.5	8.5	8.5	8.5	5.3	39.3
Adaptions For CWD	Programme	0.3	0.3	0.3	0.3	0.3	1.7
Adults Capital Equipment	Programme	1.5	1.5	1.5	1.5	1.5	7.5
Devolved formula capital	Programme	1.1	1.1	1.1	1.1	1.1	5.7
Fire Risk Assessments	Programme	0.7	0.4	0.4	0.4	0.0	1.9
Foster carer grants	Programme	0.2	0.2	0.2	0.2	0.2	1.0
In house capital improvement scheme	Programme	0.1	0.1	0.1	0.1	0.0	0.4
Major Adaptions	Programme	0.3	0.3	0.3	0.3	0.3	1.5
Recurring Capital Maintenance Corporate	Programme	7.5	7.4	7.4	7.3	7.0	36.5
Recurring Capital Maintenance Schools	Programme	9.8	9.8	9.8	9.8	9.8	48.9
Schools Basic Need	Programme	13.3	14.7	18.0	18.6	0.0	64.6
SEND Strategy	Programme	0.2	0.0	0.0	0.0	0.0	0.2
Cranleigh School Scheme	Project	6.1	6.2	1.0	0.0	0.0	13.3
Fire Station Reconfiguration	Project	0.7	0.0	0.0	0.0	0.0	0.7
Henley Fort	Project	0.4	0.0	0.0	0.0	0.0	0.4
Priority Schools Building Programme	Project	5.8	0.0	0.0	0.0	0.0	5.8
Refurbishment of 8 vacant houses	Project	0.4	0.0	0.0	0.0	0.0	0.4
School Kitchens	Project	0.2	0.0	0.0	0.0	0.0	0.2
Winter Maintenance Depot (Salt Barns)	Project	0.0	3.2	0.0	0.0	0.0	3.2
Wray Park	Project	0.5	9.3	5.5	0.0	0.0	15.2
Preston Regeneration Funds (Merstham Hub)	Project	0.0	0.3	0.0	0.0	0.0	0.3
Property - Existing Total		49.1	54.7	45.6	39.7	20.3	209.3
Property Total		82.0	88.1	82.1	73.3	31.2	356.7

Project	Programme or Individual Project	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Education Management System	Project	0.9	0.2	0.0	0.0	0.0	1.1
IT - New Service Delivery Schemes Total		0.9	0.2	0.0	0.0	0.0	1.1
Agile Workforce - Transformation	Project	5.1	0.2	0.7	0.8	0.0	6.7
IT&D Hardware	Programme	7.5	1.1	1.6	1.9	0.0	12.1
IT&D Infrastructure	Programme	1.7	0.7	1.4	1.1	0.0	4.9
Telephones UNICORN network (BT)	Programme	1.7	0.2	0.1	0.1	0.0	2.1
Adult Social Care Infrastructure	Project	0.1	0.0	0.0	0.0	0.0	0.1
Data Centre Replacement	Project	0.0	0.1	0.0	0.1	0.0	0.1
IT - Existing Programme Total		15.9	2.3	3.8	4.0	0.0	26.0
IT Total		16.8	2.5	3.8	4.0	0.0	27.1
Total Budget		175.7	161.9	162.6	198.6	152.4	851.2

Capital Pipeline		2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Community Investment Fund		20.0	20.0	20.0	20.0	20.0	100.0
Other Pipeline Schemes		68.0	172.7	145.1	67.8	42.6	496.2
Pipeline Total		88.0	192.7	165.1	87.8	62.6	596.2

Total Programme		263.7	354.6	327.7	286.4	215.0	1,447.4
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Capital Programme - Financing 2020/21 - 2024/25

Funding Source	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Grant	95.1	85.0	72.7	73.9	65.0	391.7
Third Party Contributions	6.3	1.3	1.8	1.7	1.7	12.7
Revenue	7.5	6.3	6.2	7.1	5.7	32.8
Capital Receipts	21.7	75.4	0.0	0.0	0.0	97.1
Borrowing	132.9	186.7	247.0	203.7	142.6	913.0
Overall Total	263.7	354.6	327.7	286.4	215.0	1,447.4

Note: Each allocation has been categorised as a programme - where future amounts will be revisited throughout the MTFs, or an individual project - where although the forecast may change, commitment to delivery would only be reviewed by exception.

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Projected Earmarked Reserves and Balances 31 March 2020

The Council holds a number of Earmarked Reserves for various purposes, which are listed below:

- i) **Budget Equalisation Reserve:** This reserve was set up to support future years' revenue budgets from unapplied income and budget carry forwards.
- ii) **Business Rate Appeals Reserve:** As part of the localisation of business rates the Council is liable to refund business rate payers for its share of business rates if it is determined that a rate payer has been overcharged rates. This reserve will be used to fund any successful appeals.
- iii) **Economic Prosperity Reserve:** This reserve is to allay the risks of erosion in the Council's tax base due to the impact of the localisation of Council tax benefit and provide for investment in the local economy.
- iv) **Revolving Investment & Infrastructure Fund:** This Fund was established in the 2013-18 Medium-Term Financial Strategy in order to provide for the revenue costs of funding infrastructure and investment initiatives that will deliver efficiencies and enhance income in the longer-term.
- v) **Insurance Reserve:** This reserve holds the balance resulting from a temporary surplus or deficit on the Council's self-insurance fund and is assessed by an actuary for the possible liabilities the Council may face. It specifically holds £4.2m to cover potential losses from the financial failure of Municipal Mutual Insurance (MMI) in 1992. The company had limited funds to meet its liabilities, consequently, future claims against policy years covered by MMI may not be fully paid, so would be funded from this reserve. The balance on this reserve represents the latest assessed possible liability.
- vi) **Investment Renewals Reserve:** Enables investment in service developments. The reserve makes loans to services for invest to save projects, which may be repayable. The recovery of the loan is tailored to the requirements of each business case, which is subject to robust challenge before approval as a part of the Council's governance arrangements.
- vii) **Capital Investment Reserve:** To fund revenue costs to pump-prime capital investment.
- viii) **Eco Park Sinking Fund:** To smooth the impact of the compressed distribution of the contract costs and re-profiling of the PFI credits.
- ix) **Equipment Replacement Reserve:** Enables services to set aside revenue budgets to meet future replacement costs of large equipment items. Services make annual revenue contributions to the reserve and make withdrawals to fund purchases. This reserve is being phased out over the medium-term to ensure consistency in the application of revenue funds for capital across the Council.
- x) **Street Lighting PFI Fund:** This reserve holds the balance of the street lighting PFI grant income over and above that used to finance the PFI to date. The balance in this reserve will be used in future years when the expenditure in year will exceed the grant income due to be received in the same year.

- xi) Transformation Reserve:** This was established to pump-prime projects that required upfront expenditure to deliver service re-design, critical to the Council.
- xii) Interest Rate Reserve:** This reserve is to enable the Council to fund its Capital Programme from borrowing in the event of an expected change in interest rates or other borrowing conditions.
- xiii) SEND & Schools Balances:** This represents unapplied revenue resources accumulated by maintained schools with delegated spending authority. The balance is controlled by schools and is not available to the Council for other purposes. The reserve has also been set aside to fund the deficit on the DSG High Needs Block, in the very unlikely situation it had to be resourced.
- xiv) Revenue Grants Unapplied:** This reserve holds grants from central government which have been held in reserve as expenditure in relation to the grant has yet to be incurred.

Forecast use of Earmarked Reserves & Balances

Reserve	Opening Balance 1 April 2019 £m	Forecast Movement £m	Forecast Balance at 31 March 2020 £m
Budget Equalisation Reserve	30.0	(0.4)	29.6
Business Rate Appeals	28.6		28.6
Economic Prosperity Reserve	11.7		11.7
Revolving Investment & Infrastructure Fund	11.1		11.1
Insurance	10.4	0.2	10.6
Investment Renewals	5.2		5.2
Capital Investment Reserve	4.9		4.9
Eco Park Sinking Fund	16.4	(0.4)	16.0
Equipment Replacement	2.9	0.7	3.7
Street Lighting PFI fund	3.1	(0.6)	2.5
Transformation Reserve	2.0	(0.5)	1.5
Interest Rate	1.0		1.0
Earmarked Reserves	127.5	(1.0)	126.4
SEND High Needs Block cover	18.7	28.9	47.6
SEND High Needs Block (DSG)	(18.7)	(28.9)	(47.6)
School Balances (SEN, Early years, Mainstream schools and Central, Building Maintenance and Staff cover)	43.2	1.8	45.1
SEND & School Balances	43.2	1.8	45.1
Revenue Grants Carried Forward	21.0	(3.0)	18.0
Total Earmarked Reserves	191.6	(2.2)	189.4
General Fund Balance	21.3	0.0	21.3

Council Tax Requirement

1. In January 2020 the Council was informed by each of the Districts and Boroughs of the Council Tax base for 2020/21. The tax base provided is scaled to the number of Band D equivalents. This information was received ahead of the legislative deadline of 31 January 2020. The total tax base for 2020/21 is 506,308 properties, an increase of 1.06% from 2019/20.
2. At the same time, the Districts and Boroughs provided estimates of the Council Tax Collection Fund balance relating to 2019/20. This balance is the difference between the estimated Council Tax collectable for 2019/20 and that actually collected. The total Collection Fund balance is £4,311,925.00.
3. In an attempt to reduce the number of empty properties throughout the County, the Council is proposing to reallocate increased funding that directly results from changes in Empty Homes policies. Under this commitment the Boroughs and Districts will receive reallocated funding if agreed conditions are met.
4. Each year, the Council must decide if its proposed Council Tax increase is excessive, a referendum must be held in relation to that amount. Whether the proposed increase is excessive must be decided in accordance with a set of principles determined by the Secretary of State (SoS), referred to as referendum principle.
5. Since 2016/17, authorities with social care responsibilities have been allowed additional flexibility on their core Council Tax referendum principle so long as the money raised is used entirely for adult social care services. This is referred to as the Adults Social Care (ASC) precept.
6. In December 2019 the SoS for Housing Communities and Local Government, The Rt Hon Robert Jenrick, set a core Council Tax referendum principle of up to 2% and, an ASC precept of 2% on top of the core principle. Increases in the core Council Tax and ASC precept are calculated based on the full Council Tax precept for the preceding year.
7. Council is asked to approve the increase to the core Council Tax by 1.99% and the ASC precept by 2%, an overall increase of 3.99%, for 2020/21.
8. The Council Tax precept is the Council Tax requirement divided by the tax base. The following Council Tax requirement is based on an overall increase of 3.99%.

Table 1 - Council Tax Requirement

(Income)/Expenditure	£
Gross expenditure	1,743,308,145.03
Other income	(774,935,200.00)
Budgeted revenue expenditure	968,372,945.03
Contributions to/from reserves and balances	5,650,010.56
Business rates income	(53,136,000.00)
Business rates top-up	(63,088,453.73)
Other Government grants	(88,222,000.00)
Council tax collection fund balance	(4,311,925.00)
Council tax requirement	765,264,576.86

9. Contributions to/from reserves and balances includes an allocation of funding set aside to reallocate to the Districts and Boroughs for changes in Empty Homes policies.
10. The tax base is the number of Band D equivalent properties for precepting purposes. The tax base for 2020/21 is as follows:

Table 2 - 2020/21 Tax Base

Billing Authority	No. of Band D equivalent properties
Elmbridge	65,228.00
Epsom & Ewell	33,019.91
Guildford	57,645.39
Mole Valley	40,883.00
Reigate & Banstead	61,128.80
Runnymede	34,099.24
Spelthorne	40,085.00
Surrey Heath	38,525.86
Tandridge	38,646.10
Waverley	55,467.10
Woking	41,579.79
Total	506,308.19

11. The tax base for 2020/21 shows an increase of 1.06% on the 2019/20 tax base.
12. The Council is required to provide separately information on the amount by which Council Tax is raised in order to fund Adult Social Care services.

13. The Band D Council Tax precept for 2020/21 is calculated as follows:

Table 3 - Band D Precept

Council Tax Precept	CTR ÷ taxbase	Level
Core precept	£698,705,302.20 ÷ 506,308.19	= £1,380.00
Adult Social Care precept	£66,559,274.66 ÷ 506,308.19	= *£131.46
Council tax precept	£765,264,576.86 ÷ 506,308.19	= £1,511.46

*The amount charged for the ASC precept is the sum of the ASC precept increases in 2016/17, 2017/18, 2018/19, and 2020/21; i.e. £24.39 + £38.05 + £39.95 + £29.07 = £131.46. There was no increase to the ASC precept in 2019/20.

14. The proposed increase is not considered excessive in accordance with the set of principles determined by the SoS.

Table 4 - Increase in Council Tax

Band D	2019/20	2020/21	Increase	Referendum Principle
Core precept	£1,351.11	£1,380.00	1.99%	up to 2%
ASC precept	£102.39	£131.46	2.00%	2% on top of the core
Council tax precept	£1,453.50	£1,511.46	3.99%	up to 4%

15. The proposals result in an overall increase of £57.96 per annum, £1.11 per week, for a Band D dwelling.
16. Surrey County Council's level of Council Tax for each category of dwelling in its area will be as follows:

Table 5 - Council Tax by Valuation Band

Valuation Band	Core Council Tax		Overall Council Tax Precept
	Precept	ASC Precept	
A	£920.00	£87.64	£1,007.64
B	£1,073.33	£102.25	£1,175.58
C	£1,226.67	£116.85	£1,343.52
D	£1,380.00	£131.46	£1,511.46
E	£1,686.67	£160.67	£1,847.34
F	£1,993.33	£189.89	£2,183.22
G	£2,300.00	£219.10	£2,519.10
H	£2,760.00	£262.92	£3,022.92

17. The payment for each billing authority including any surplus or deficit balances on the Collection Fund will be as follows:

Table 6 - Payment for each billing authority

Billing Authority	Payment
Elmbridge	£99,247,146.88
Epsom & Ewell	£49,985,732.17
Guildford	£87,128,701.17
Mole Valley	£61,850,366.18
Reigate & Banstead	£93,511,450.05
Runnymede	£51,539,637.28
Spelthorne	£61,038,874.10
Surrey Heath	£59,358,296.36
Tandridge	£58,351,312.31
Waverley	£84,542,187.97
Woking	£63,022,797.39
Total*	£769,576,501.86

* This includes the Council Tax collection fund Balance

18. The billing authority payments are to be made in ten equal instalments on the following dates:

Table 7 - Payment Dates

Payment Dates	
17/04/2020	09/10/2020
22/05/2020	20/11/2020
29/06/2020	08/01/2021
27/07/2020	19/02/2021
11/09/2020	15/03/2021

PEOPLE PORTFOLIO		Invest £m	Efficiency £m
Accommodation with Care and Support	Enhancing options for accommodation with care and support and improving the quality of life for residents that need these options, helping them be independent for longer	1.2	7.5
Adult Social Care Practice Improvement	Supporting people to live fulfilling lives by having better conversations and enabling and promoting greater independence	2.9	6.7
Adult Social Care Market Management	Working closely with social care providers and developing improved commissioning capacity to manage the costs of care within available resources	0.2	-
Mental Health (including staff transfer)	Improving mental health care services through new approaches and by working with partners to support people earlier and closer to home	0.3	0.9
Family Resilience	Ensuring all children in the county receive the right help at the right time to enable them and their families to develop resilience to face future life challenges independently	1.0	2.4
SEND Transformation (including transport)	Transforming the experiences of children and young people with Special Educational Needs and Disabilities in Surrey	2.0	5.1
Libraries and Cultural Services	Modernising libraries and cultural services across Surrey by involving the public and partners in creating efficient, effective and usable services that meet needs in their area	1.2	2.5
Domestic Abuse	Stopping the cycle of domestic abuse by ensuring prevention, identification, intervention and support is provided at the earliest opportunity	0.1	-
Preparing for Adulthood	Enabling young people with Special Educational Needs to develop the skills, knowledge and experiences that will enable them to lead fulfilled lives as adults and as independently as possible	1.0	-
Adults with Learning Disabilities and Autism	Increasing the number of people with learning disabilities and autism that live independently in their own homes, with higher quality and integrated care and support, access to employment, life skills and friendship groups	0.6	13.9
Health and Social Care Integration	Transforming health and social care so people can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing	1.0	-
Working Differently with Communities	Enabling and empowering people to have a strong connection with each other and the place where they live to support happier, healthier communities	0.05	-
		11.5	39.0

PLACE PORTFOLIO		Invest £m	Efficiency £m
Community Protection (including Surrey Fire and Rescue Service)	Delivering a new Community Protection Group that better protects residents, provides value for money and focuses on prevention	1.3	1.4
Rethinking Transport	Fundamentally shifting the county to a more sustainable relationship with transport and travel by developing new ways of working together and by drawing on new thinking, innovative technology and behaviour change techniques	0.7	1.5
Rethinking Waste	Fundamentally shifting the way we deal with municipal waste within Surrey, creating new infrastructure and working with districts and boroughs in a more collaborative way to make efficiencies and reduce the production of waste, maximise recycling and reuse and minimise the use of landfill	0.2	0.8
Improving Infrastructure	Fundamentally improving the infrastructure assets that the county holds, ensuring that we genuinely get the basics right while providing our Greener Futures and Rethinking transport ambitions with a delivery mechanisms that is cutting edge, dynamic and able to respond to the context in which we are working	0.4	-
Creating Environment, Transport and Infrastructure (ETI)	Creating the ETI team and reshaping the current department to enable the delivery of our place ambitions. Preparing and developing leadership, building understanding and capability to enable different ways to work with citizens, communities and partner organisations	0.1	-
Greener Future	Bringing together residents, partners and businesses to deliver SCC's vision of being a zero carbon and resilient county by 2050 through an inclusive Climate Change Strategy and Action Plan	0.4	-
Countryside	Open up our countryside to improve access, encourage and support people to use our assets and spaces more regularly	0.3	0.3
Economic Growth	Ensuring the council plays an active and effective role alongside all partners to shape and achieve "good growth" for Surrey; creating great places for people to live, work, learn and enjoy	-	-
		3.3	4.0

ORGANISATION PORTFOLIO		Invest £m	Efficiency £m
Moving Closer to Residents	Adopting a modern, flexible approach to using Council property and making sure services are located closer to residents to better serve their needs.	0.3	0.6
Digital	The way we do digital enables better lives for all. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership to transform our culture and services that deliver better outcomes for the people and place of Surrey	2.3	-
Agile Workforce	Enabling council employees to work from anywhere at any time to provide services in the most effective way for residents in Surrey	2.2	-
Customer experience	Making people's experience of dealing with the council quicker, easier and better	0.5	0.2
Transforming our core processes	Transforming our core business processes through new enterprise wide software, providing centralised digital storage and a trusted source of accurate and timely financial, people and procurement data	-	-
Land and Property	Establish and implement a programme to improve the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council	0.5	7.0
Becoming more entrepreneurial	Being more creative, innovative, and entrepreneurial to help protect and invest in vital services by making better use our assets, opening up new services to residents, ensuring good value for taxpayers and ensuring sustainable services for future generations to use and enjoy	0.3	0.7
Data Insights	Actively using data to inform and develop the delivery of services to meet the needs of residents today and help plan for tomorrow	0.5	-
		6.6	8.5
TOTAL:		21.4	51.5

1. Those programmes with no specific efficiencies listed against them will be supporting and enabling other specific efficiencies and / or identifying future efficiencies
2. The investment and efficiencies figures relate specifically to the allocations of transformation funding and efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the MTFs. As the figures presented are from the 2020/21 financial year onwards they also exclude any investments made in Q4 2019/20.
3. There is also a transformation investment of £0.8m in 2020/21 for the governance of the overall programme and support to deliver it (Transformation Support Unit).
4. In December 2019, the Council approved the Moving Closer to Residents (MCTR) Project:
 - This will enable our staff to work in more agile ways and seeing the Council locate its 'Civic Heart' in Surrey, is a fundamental part of the Council's overall transformation and modernisation plans, along with improving services to residents and securing efficiencies, these will ensure we are an employer of choice, attracting the best talent in an increasingly competitive labour market.
 - This project is funded by a number of budgets including a request to Council to approve the flexible use of capital receipts to fund revenue expenditure relating to this project. The expected profile of this spend is £5.6m from 2019/20 to 2022/23.
 - There is expected to be a net recurring annual efficiency of £600k from 2022/23, but wider transformational benefits resulting in staff being able to work in an agile manner and enabling more contact with residents by being located within a central location in the County.
 - Whilst not part of the Transformation Programme directly, but an enabling project, beyond the £5.6m of receipts required, a further £0.3m will fund an element of the revenue costs, which are detailed in the Organisation Portfolio in the above table.

Capital Strategy 2020/21

Introduction

1. This Capital Strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.
2. Decisions made this year on capital, investment and treasury management will have financial consequences for the Council for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.
3. The Strategy is an integral part of the Council's overall financial and asset management planning framework and summarises key themes from:
 - The Investment Strategy (Annex I),
 - The Treasury Management Strategy (Annex J) and the
 - The Minimum Revenue Provision Policy (MRP) Statement (Annex H)



4. The Capital Strategy also provides an overview of risk management and the long-term sustainability of capital investment plans.
5. The Strategy will:
 - ensure capital expenditure contributes to the achievement of the Organisational Strategy
 - set a Capital Programme which is affordable and sustainable
 - maximise the use of the Council's assets
 - provide a clear framework for decision making and prioritisation relating to capital expenditure
 - establish a corporate approach to the review of asset utilisation

The Strategy covers distinct, but inter-related elements of capital and investment activity as follows:

6. **Capital Expenditure and Financing:** the Council incurs two types of capital expenditure, (the Capital Programme and commercial investment). The Strategy covers both of these areas, setting out the Council's capital expenditure and financing plans over the medium-term. It provides an overview of the governance arrangements for approval and monitoring of expenditure and, in relation to commercial investment activities, sets out the due diligence process and the Council's risk appetite in respect of these, including proportionality in respect of overall resources.
7. The section includes a projection of the Council's capital financing requirement and how this will be funded and repaid. It links to the Council's borrowing strategy and sets out the Council's policy to meet its statutory duty to make an annual revenue provision for the repayment of debt (Appendix 1).
8. **Prudential Indicators** Local Authority borrowing is governed by CIPFA's Prudential Code, which requires Local Authorities to set indicators which ensure that the level of borrowing is affordable, prudent and sustainable. The Prudential Indicators are set in the Treasury Management Strategy Statement each year, and monitored throughout the year by the Audit & Governance Committee. The Strategy highlights the key indicators relating to borrowing levels.
9. **Treasury Management Investments** provides an overview of the Council's approach to the management of investments and cash flows. Further details on this are contained in the Council's Treasury Management Strategy.
10. **Use of capital resources for revenue purposes** provides a summary of the Council's plans to utilise the Governments flexibilities to use capital receipts to finance the costs of its transformation plans. These are further detailed in the Council's Flexible Use of Capital Receipts policy.
11. **Knowledge & Skills** summarises the knowledge and skills available to the Council to support it in its decision making in these areas.

Capital Expenditure and Financing

12. Capital expenditure is where a Local Authority spends money on assets, such as infrastructure, property or vehicles that will be used for more than one year. In Local Government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.
13. In 2020/21, the Council has a total capital requirement of £277m as summarised in Table 1. Of this, £176m will form the capital budget and the remaining £88m comprises the capital pipeline; schemes that represent the capital ambitions of the Council but are subsequent to further detailed business cases and member approval. In addition, the Council is planning to spend £13m on its programme of investment properties.

Table 1 - Prudential Indicator: Estimates of Capital Expenditure

	2018/19 actual £m	2019/20 forecast £m	2020/21 budget £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m	2024/25 budget £m	Total budget £m
Capital Programme - Budget	128	154	176	162	163	199	152	851
Capital Programme - Pipeline			88	193	165	87	63	597
Commercial Investment	100	7	13	23	11	9	0	56
TOTAL	228	161	277	378	339	295	215	1,504

14. Capital expenditure for 2020/21 includes £1m due to a change in the accounting for leases and the Private Finance Initiative which require us to treat all leased assets as capital expenditure. The projection is based on expected lease renewals, however is likely to change if leasing new assets is determined to be the best solution to our accommodation needs.
15. The increased stability of the 2020/21 budget achieved in part through additional government funding, means we can deliver an ambitious Capital Programme of c£1.4bn over the next 5 years, if all proposals are approved. The revenue implications of this proposed programme are integrated and factored into the financial planning over the Medium-Term Financial Strategy (MTFS) period.
16. This will ensure:
- A commitment to Surrey's future and that of its residents through significant investment in flood alleviation works. This will secure the homes of Surrey residents through a once in a generation opportunity to build flood defences to avoid the terrible impact we saw on people's lives in 2014; the scheme will also provide for new country parks and green space;
 - Significant investment in our Community – in our towns and high streets - of £100m over the next 5 years;
 - We look after our vulnerable older adults through building Extra Care Accommodation where they can live independently for longer;
 - We create additional local Special Educational Needs & Disabilities (SEND) places;
 - Significant investment in our road infrastructure;
 - We create a greener future, one of our strategic priorities. We are currently developing a number of propositions to deliver this, such as Solar Farms, Electric Charging points, Low emission buses and vehicles; and

- Acceleration of our Property Rationalisation Programme.

17. We want to invest in measures that help people lead more independent and fulfilling lives, harnessing the power and abilities that lie with families, communities and the latest digital technology. As a result, the Council leadership will focus on driving improvements rather than just focussing on balancing the budget.

Governance:

18. Capital projects are subject to a rigorous governance process to ensure they are aligned with the Council's priorities, represent value for money and are capable of being delivered within expected timescales. Capital Strategy Groups for Infrastructure, Property and IT develop projects throughout the budget setting process which are scrutinised and approved by Capital Programme Panel; a group of officers from across the organisation, including the Council's Section 151 Officer and senior service representatives. Projects approved by Capital Programme Panel are then included in the budget for approval by Cabinet and Council.

19. All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2 - Capital Financing

	2018/19 actual £m	2019/20 forecast £m	2020/21 budget £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m	2024/25 budget £m	Total budget £m
Grants and Contributions	97	95	101	86	74	76	67	404
Revenue budgets	1	1	8	6	6	7	6	33
Capital receipts	11	5	22	75	0	0	0	97
Borrowing	119	60	146	211	259	212	142	970
TOTAL	228	161	277	378	339	295	215	1,504

- Borrowing of £146m for 2020/21 consists of £133m to fund the Capital Programme (detailed in the Capital Budget) and £13m to fund commercial investment expenditure (Table 1).
- This table shows the planned usage of capital receipts for capital expenditure, including the application of amounts received in previous years. It does not include the use of capital receipts for transformation. To ensure a prudent estimate of borrowing, our planned overall usage of receipts is less than estimated income (shown in Table 5). This will be reviewed throughout the MTFS.

20. The capital receipts used for financing across the MTFs are based on receipts from assets already sold, and a prudent estimate of future receipts based on a planned disposal programme. This will be revisited regularly as the property estate rationalisation plans are finalised.

21. Borrowing is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as Minimum Revenue Provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Table 3 - Repayment of Debt Finance

	2018/19 actual £m	2019/20 forecast £m	2020/21 budget £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m	2024/25 budget £m
MRP	20	15	15	21	25	29	34
Capital Receipts	29	0	0	0	0	0	0

22. The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure on service delivery and on investments, and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £153m during 2020/21. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4 - Prudential Indicator: Estimates of Capital Financing Requirement

As at 31 st March	2018/19 actual £m	2019/20 budget £m	2020/21 budget £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m	2024/25 budget £m
Capital Programme	779	815	964	1,126	1,342	1,512	1,610
Commercial Investment	456	454	458	472	474	473	464
TOTAL CFR	1,235	1,269	1,422	1,598	1,816	1,985	2,074

23. The capital financing requirement for 2020/21 and subsequent years includes a £45m increase due to a change in the accounting for leases and the Private Finance Initiative (PFI). This does not have an impact on the total cost of leases and PFI to the Council.

24. **Asset management:** To ensure that capital assets continue to be of long-term use, the Council has an Asset and Place Strategy. This sets out the Council's approach to the strategic management of its assets, how it will support service delivery and provide the Council income and how it will be used to promote growth and place shaping within Surrey and deliver the Community.

25. **Asset disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2022/23.
26. In the Spending Review 2015, the Chancellor of the Exchequer announced that to support Local Authorities to deliver more efficient and sustainable services, the government will allow Local Authorities to spend up to 100% of their capital receipts from the sale of non-housing assets on revenue costs incurred to generate ongoing revenue efficiency, to reduce costs and / or transform service delivery in a way that reduces costs or demand for services in future years. This flexibility relates to expenditure which is properly incurred for the financial years that begin on 1 April from 2016 to 2021.
27. Local Authorities are only able to use capital receipts in the years in which this flexibility is offered. In using the flexibility, the Council will have due regard to the requirements of the Prudential Code, the CIPFA Local Authority Accounting Code of Practice and the current edition of the Treasury Management in Public Services Code of Practice. The Flexible use of Capital Receipts Strategy is included in the 2020/21 Final Budget Report and Medium-Term Financial Strategy, which shows how the flexibilities are proposed to be utilised.
28. Repayments of capital grants, loans and investments also generate capital receipts, but none are expected within the current MTFs period. The Council plans to receive £125m of capital receipts in the coming financial years as follows. The programme of property rationalisation and asset sales from 2020/21 onwards is under review.

Table 5 - Capital Receipts Receivable

	2018/19 actual £m	2019/20 forecast £m	2020/21 budget £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m	2024/25 budget £m
Asset sales	9	21	55	70			

Treasury Management

29. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
30. Due to decisions taken in the past, the Council's borrowing at 31st March 2019 was £676m, with an average interest rate of 2.8%. Newer loans are taken at a much lower rate, however the Council had £397m of long-term debt at a rate of 4.1%. During 2019/20, debt is expected to rise by £50m

to £726m. In 2019/20, the Council has average treasury investments of approximately £42m at an average rate of 0.5%.

31. **Borrowing Strategy:** The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).
32. Projected levels of the Council's total outstanding debt are shown below, compared with the capital financing requirement (see above).

Table 6 - Prudential Indicator: External Borrowing and the Capital Financing Requirement

As at 31 st March	2018/19 actual £m	2019/20 forecast £m	2020/21 budget £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m	2024/25 budget £m
External Borrowing	676	726	837	1,038	1,278	1,458	1,562
Capital Financing Requirement	1,235	1,269	1,422	1,598	1,816	1,985	2,074

Note, the growth in external debt from 2019/20 to 2020/21 above (£111m) consists of £146m increased borrowing (Table 2), reduced by £15m of minimum revenue provision (Table 3) and a £20m increase in our ability to borrow internally against cash balances.

33. Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium-term.
34. **Liability benchmark:** To compare the Council's actual borrowing against an alternative Strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to a minimum level of £10m at each year-end. This benchmark is currently projected to be £823m for 2020/21 and is forecast to rise to £1,541m over the next four years. As the table demonstrates, the Council aims to stay as close as possible to the liability benchmark.

Table 7 - External Borrowing and the Liability Benchmark

	31.3.2019 actual £m	31.3.2020 forecast £m	31.3.2021 budget £m	31.3.2022 budget £m	31.3.2023 budget £m	31.3.2024 budget £m	31.03.2025 budget £m
External Borrowing	675	726	837	1,038	1,278	1,458	1,562
Liability benchmark	676	732	823	1,029	1,272	1,458	1,541

35. **Affordable borrowing limit:** The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit. Further details and context are provided in the Treasury Management Strategy.

Table 8 - Prudential Indicators: Operational Boundary and Authorised Limit for External debt

	2019/20 limit £m	2020/21 limit £m	2021/22 limit £m	2022/23 limit £m	2023/24 limit £m	2024/25 limit £m
Operational boundary – borrowing	966	1,087	1,438	1,698	1,888	1,992
Operational boundary – PFI and leases	143	136	119	98	80	58
Operational boundary – total external debt	1,109	1,223	1,557	1,796	1,968	2,050
Authorised limit – borrowing	1,553	1,587	1,938	2,198	2,388	2,492
Authorised limit – PFI and leases	143	136	119	98	80	58
Authorised limit – total external debt	1,696	1,723	2,057	2,296	2,468	2,550

The authorised limit and operational boundary for 2020/21 and subsequent years include a £45m increase due to a change in the accounting for leases and the Private Finance Initiative.

36. **Treasury investment Strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
37. The Council's policy on treasury investments is to prioritise security and liquidity over yield; to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other Local Authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice. Further details on treasury investments are in the Treasury Management Strategy.
38. **Risk management:** The effective management and control of risk are prime objectives of the Council's treasury management activities. The Treasury Management Strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.
39. **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the Treasury Management Strategy approved by Council. Regular reports on treasury management activity are presented to the Audit and Governance Committee. The Audit and Governance Committee is responsible for scrutinising treasury management decisions.

Commercial Activities

40. With central government financial support for local public services declining, the Council invests in commercial property, both directly and through its wholly owned subsidiary, Halsey Garton Ltd. Total commercial investments are currently valued at £500m with the largest being a loan to Halsey Garton Ltd totalling £233m and providing a net return after all costs of approximately £14m per annum.
41. With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include reduction in capital value, under occupancy and defaults. These risks are managed by the relevant management board, and through the Shareholder and Investment Panel. In order that commercial investments remain proportionate to the size of the Council, commercial equity investments and loans are subject to a rigorous scrutiny process, and contingency plans are in place should expected yields not materialise.
42. **Governance:** Decisions on commercial investments are made by Asset Strategy Board. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the Capital Programme.

43. Further details on commercial investments and limits are included in the Investment Strategy.

Revenue Budget Implications

44. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 9 - Prudential Indicator: Proportion of financing costs to net revenue stream

	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2024/25 budget
Financing costs (£m)	23	31	37	44	50	60
Proportion of net revenue stream	2.57%	3.18%	3.86%	4.61%	5.31%	6.45%

45. Financing costs for 2020/21 and subsequent years include a £5m increase due to a change in the accounting for leases and the Private Finance Initiative (PFI). This will not change the overall revenue cost of leases and PFI, but reclassify them as finance costs rather than service costs.
46. **Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Executive Director of Resources is satisfied that the proposed Capital Programme is prudent, affordable and sustainable because it remains proportional to the overall Council's revenue budget. The programme also contains significant elements which are intended to contain future revenue spend, for example through demand management in adult social care, and SEND school placements, which reduce the net impact of capital financing costs on the revenue budget.

Knowledge and Skills

47. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council pays for officers to study towards relevant professional qualifications including CIPFA.
48. All officers involved in the treasury and investment management function have access to relevant technical guidance and training to enable them to acquire and maintain the appropriate level of expertise, knowledge and skills to undertake the duties and responsibilities allocated to them. The Council currently employs treasury management advisers, and seeks external legal and property related advice and due diligence as required. The Council's commercial investment Strategy is supported by guidance from our advisors, CBRE.
49. Those charged with governance (Members of the Audit and Governance Committee and the Corporate Overview Select Committee) recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively. The Section 151 Officer will

ensure that elected members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and responsibilities.

50. The Orbis partnership enables the creation and development of specialist resources. Centres of Expertise have been established for key areas of finance, and central teams of pooled expertise have been created to provide robust services which are resilient to meet the changing service needs of partners.
51. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

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Annual Minimum Revenue Provision (MRP) Policy Statement 2020/21

1. The Council is required by statute to make a prudent provision for the repayment of its debt. It is also required to 'have regard' to guidance on how to calculate this provision, issued by the Ministry for Housing, Communities and Local Government (MHCLG). The Council has assessed the Minimum Revenue Provision and are satisfied that the guidelines for their annual amount of MRP, set out within this policy statement, will result in their making a prudent provision.
2. Where capital expenditure was incurred before 1 April 2008, the guidance suggests writing down the remaining Capital Financing Requirement by providing MRP of 4% per annum. The Council agreed in 2016/17 to write this amount off over the next 50 years, resulting in the whole balance being provided for over a finite period and far sooner than under the 4% reducing balance method.
3. As suggested in the guidance, for capital expenditure incurred on or after 1 April 2008 and funded through borrowing, the Council will calculate MRP by charging expenditure over the expected useful life of the relevant assets, on an annuity basis. MRP will be first charged in the year following the date that an asset becomes operational.
4. For the following types of capital expenditure, the Council has determined that an alternative methodology for determining the annual MRP charge should be adopted:
 - For assets acquired by finance leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability, or over the life of the asset.
 - Where loans are made to other bodies for their capital expenditure, and are to be repaid under separate arrangements, no MRP will be charged. The capital receipts generated by the repayment of those loans will be set aside to repay the debt.
 - In order to better match MRP to the period of time that the assets are expected to generate a benefit to the Council, MRP for investment properties purchases will be based on an estimated useful life of 50 years, on an annuity basis. This is in recognition that these assets are held for income generation purposes and that the Council holds a saleable asset, the capital receipt from which will be used to repay any outstanding debt when sold.
 - The Council will determine MRP on equity investments based on a 20 year life. However, for equity investments in asset backed companies, a 50 year life will be assumed to match the Council's policy for investment assets.
5. The Council reserves the right to determine alternative MRP approaches in particular cases, in the interests of making prudent provision, where this is material, taking account of local circumstances, including specific project timetables and revenue-earning profiles.
6. Each year a new MRP statement will be presented.

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Investment Strategy 2020/21

Introduction

1. This strategy sets out Surrey County Council's approach to managing its capital investment for the next five years. The Council invests its money for three broad purposes:
 - As a result of surplus cash from its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**);
 - To support local public services by setting up, lending to or buying shares in other organisations (**service investments**); and
 - To earn investment income (known as **commercial investments** where this is the main purpose).
2. This Investment Strategy meets the requirements of statutory guidance issued by the Government in January 2018, and focuses on the second and third of these categories. The Investment Strategy sits alongside three other key documents that set out the Council's approach to Capital, Investment and Treasury Management:
 - a. The Capital Strategy (an overarching summary) (Annex G)
 - b. The Treasury Management Strategy Statement (Annex J)
 - c. The Minimum Revenue Provision (MRP) Policy (Annex H)

Treasury Management Investments

3. The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy.
4. **Further details:** Full details of the Council's policies and its plan for 2020/21 for treasury management investments are covered in a separate document, the Treasury Management Strategy Statement (TMSS).

Service Investments: Loans

5. **Contribution:** The Council lends money to its subsidiaries and other organisations to support local public services and stimulate local economic growth. Subsidiaries of this nature include:
 - a. SE Business Services Ltd – a Local Authority Trading Company (LATC) wholly owned by the Council for the provision of business services.
 - b. Surrey Choices Ltd – a LATC, wholly owned by the Council to deliver day services and community support options for people with disabilities and older people.

6. **Security:** The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Council, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1 - Loans for service purposes in £ millions

Category of borrower	31.3.2019 actual		
	Balance owing £m	Loss allowance £m	Net figure in Accounts £m
Subsidiaries	3	-	3

7. Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's Statement of Accounts are shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum advanced and has appropriate credit control arrangements in place to recover overdue repayments.
8. **Risk assessment:** The Council assesses the risk of loss before entering into and whilst holding service loans by reference to their financial position, past experience and other factors. We wholly own our subsidiaries for service purposes and so their financial position is subject to the same rigour and control as that of the council.

Commercial Investments: Property

9. **Contribution:** The Council invests in local commercial property; office space, leisure and retail, with the intention of making a surplus that will be spent on local public services. The table below shows the value of our investments by main category, including those under construction where the ultimate use is to be determined.

Table 2 - Property held for investment purposes in £ millions

Property	Actual	31.3.2019 actual	
	Purchase cost £m	Gains or (losses) £m	Closing Value £m
Office	118	12	130
Retail	6	(2)	4
Leisure	1	0	1
Under Construction	5	0	5
TOTAL	130	10	140

10. **Security:** In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.
11. A fair value assessment of the Councils investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. The Council holds investment properties for long-term rental income, and short-term fluctuation in investment values can be expected. Our investment properties operate in a challenging commercial environment, with particular pressure on retail. Should the 2019/20 year-end Accounts preparation and audit process value these properties below their purchase cost, we will take mitigating actions to protect the capital invested, such as exploring alternate uses where appropriate.
12. **Risk assessment:** The Council assesses the risk of loss before entering into and whilst holding property investments through a thorough analysis of the market and economic conditions using external advisors where necessary. Separately, the Council has a comprehensive risk management strategy to mitigate risks of over spend or income shortfalls to the base budget position.
13. **Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. The Council is not reliant on investments in property to maintain its liquidity and manages liquidity through other investments and borrowing. The Council has Reserves and Contingencies to maintain stability over a period of inadequate returns from its investment portfolio.

Commercial Investment – Equity Investments and Loans

14. The Council fully owns Halsey Garton Ltd which has a portfolio of national investment properties used to generate a return to the Council. The financial return takes the form of interest on the outstanding loan and dividend payments. The value of our investment in Halsey Garton Ltd as at 31st March 2019 is set out below.

Table 3 - Equity and Loans to Halsey Garton Ltd in £ millions

Category of Investment	31.3.2019 actual		
	Balance outstanding	Loss allowance	Net figure in Accounts
	£m	£m	£m
Equity Shares	93	-	93
Loans	234	(1)	233

15. Accounting standards require the Council to set aside loss allowance for investments, reflecting an assessment of risk. The figures in the Council's Statement of Accounts are shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum advanced and has appropriate credit control arrangements in place to recover overdue repayments.
16. The value of property owned by Halsey Garton Ltd at 31st March 2019 was assessed as being £27m lower than cost, representing an 8% reduction, largely due to pressures on the retail environment. Halsey Garton is holding the assets for long-term rental income and short-term variations in fair value do not currently affect the value of the Council's investment.
17. Surrey County Council also holds shares of £0.5m in the UK Municipal Bonds Agency (UKMBA) whose aim is to reduce the long-term borrowing costs of Local Authorities who join together to issue local authority bonds. The Council does not currently have a bond-issue with UKMBA but is taking regular advice from its Treasury advisors, Arlingclose on the most appropriate source of finance for its long-term capital spending plans.

Loan Commitments and Financial Guarantees

18. Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness.
19. We do not currently extend financial guarantees to other organisations, however if we chose to be part of a bond issue with UKMBA, we would be liable for defaults of other Local Authorities in proportion to our share of the total amount of the bond. It is highly unlikely that another Local Authority would default in this way and so the risk is theoretical rather than a practical reality.

Proportionality

20. The Council's revenue budget includes an element of profit generating investment activity to support services. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Council is dependent on achieving the expected net profit from investments over the lifecycle of the MTFS. Investment activity is forecast to remain at approximately 2% of the Council's gross spend over the medium-term. Should we fail to achieve the expected net profit, the Council would manage the impact on budget through use of Contingency in the current financial year and a re-assessment of efficiency plans for the remainder of the medium-term.

Table 4 - Proportionality of Investments

	2018/19 Actual	2019/20 Forecast	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
Gross service expenditure (£m)	1,321.1	1,362.9	1,431.6	1,428.5	1,413.5	1,403.9	1,388.7
Investment income (£m)	23.3	20.9	24.0	22.2	26.2	28.2	26.2
Proportion	1.8%	1.5%	1.7%	1.6%	1.9%	2.0%	1.9%

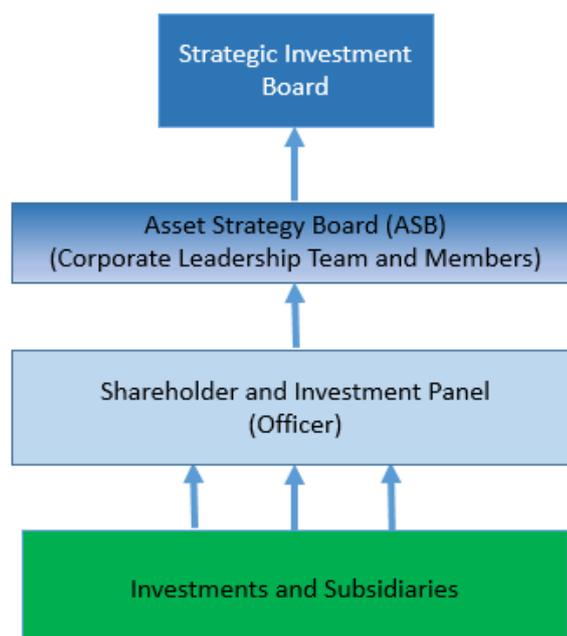
Capacity, Skills and Culture

21. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council pays for officers to study towards relevant professional qualifications including CIPFA.
22. All officers involved in the Treasury and Investment management function have access to relevant technical guidance and training to enable them to acquire and maintain the appropriate level of expertise, knowledge and skills to undertake the duties and responsibilities allocated to them. The Council currently employs Treasury Management advisers, and seeks external legal and property related advice and due diligence as required. The Council's commercial investment strategy is supported by guidance from our advisors, CBRE.
23. Those charged with governance (Members of the Audit and Governance Committee and the Resources & Performance Select Committee) recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively. The Section 151 Officer will ensure that elected members tasked with Treasury Management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and responsibilities.
24. The Orbis partnership enables the creation and development of specialist resources. Centres of Expertise have been established for key areas of finance, and central teams of pooled expertise have been created to provide robust services which are resilient to meet the changing service needs of partners.
25. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Corporate Governance

26. The governance arrangements for Treasury and Capital investments are set out in the Treasury Management Strategy and Capital Strategy respectively. Commercial investments are taken through a rigorous Officer and Member led process to ensure that decisions are taken with an

adequate level of scrutiny. The diagram, below, shows the governance groups charged with delivering commercial investments:



Investment Indicators

27. The Council has set the following quantitative indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.
28. **Total risk exposure:** The first indicator shows the Council's total exposure to potential investment losses. This includes amounts the Council is contractually committed to lend but have yet to be drawn down and guarantees the Council has issued over third party loans.

Table 5 - Total investment exposure in £millions

Total investment exposure	31.03.2019	31.03.2020	31.03.2021
	Actual £m	Forecast £m	Forecast £m
Treasury management investments	31	40	40
Service investments: Loans	3	3	3
Commercial investments: Property	140	147	160
Commercial investments: Loans	233	233	233
Commercial investments: Shares	93	93	93
TOTAL INVESTMENTS	500	516	529

29. **How investments are funded:** Government guidance states that our indicators should include an analysis of how investments are funded. Councils, including SCC, do not generally associate

borrowing with individual assets, since we borrow as required to fund the whole portfolio of capital spend. However, the following investments could be described as being funded from capital sources, including borrowing and receipts. The remainder of the Council's investments are funded by usable Reserves and income received in advance of expenditure.

Table 6 - Investments funded by borrowing in £millions

Investments funded by borrowing	31.03.2019 Actual £m	31.03.2020 Forecast £m	31.03.2021 Forecast £m
Commercial investments: Property	140	147	160
Commercial investments: Loans	233	233	233
Commercial investments: Shares	93	93	93
TOTAL FUNDED FROM CAPITAL SOURCES	466	473	486

30. Rate of return received: This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex Local Government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred. Income from service investments was higher in 2018/19 due to income from Babcock 4S which was sold during 2018/19.

Table 7 - Investment rate of return (net of all costs)

Investments net rate of return	2018/19 Actual £m	2019/20 Forecast £m	2020/21 Forecast £m	2020/21 Forecast %
Treasury management investments	0.7	0.3	0.3	1
Service investments	2.0	0.6	0.6	2
Commercial investments: Property	6.8	7.3	8.8	37
Commercial investments: Shares and Loans	13.8	12.7	14.3	60
ALL INVESTMENTS	23.3	20.9	24.0	100

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Treasury Management Strategy Statement 2020/21

Introduction

1. Treasury management at Surrey County Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.
2. In addition, the Ministry of Housing, Communities and Local Government (MHCLG) issued revised Statutory Guidance on Local Government Investment in February 2018. The new requirements of the MHCLG Investment Guidance are covered in the Council's Capital and Investment Strategy, which will be considered by Council on 4th February.
3. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code. A full set of Prudential Indicators and Treasury Indicators are set out in Annex 1.
4. Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
5. Investments held for service purposes or for commercial profit are considered in the Capital and Investment Strategies and therefore this strategy relates solely to borrowing and investments undertaken as part of the daily treasury management activities.
6. Managing the cost of the Council's borrowing is at the heart of the strategy and we work proactively with our Treasury Management advisor, Arlingclose, to ensure that our approach represents the best balance between minimising cost and managing the risk of interest rate changes. Our strategy is under constant review throughout the year.

External Context

7. **Economic background:** Economic background: The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Council's treasury management strategy for 2020/21. The General Election has removed some uncertainty within the market, however following the expected Withdrawal Bill, uncertainties around the future trading relationship with the EU remain.
8. **Interest rate forecast:** The Council's treasury management adviser Arlingclose is forecasting that Bank Rate will remain at 0.75% until the end of 2022. The risks to this forecast are deemed to be significantly weighted to the downside, particularly given the need for greater clarity on post-Brexit trade arrangements and the continuing global economic slowdown.

9. Gilt yields have risen but remain at low levels and only some very modest upward movement from current levels are expected based on Arlingclose's interest rate projections. The central case is for 10-year and 20-year gilt yields to rise to around 1.00% and 1.40% respectively over the time horizon, with broadly balanced risks to both the upside and downside. However, short-term volatility arising from both economic and political events over the period is a near certainty. A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix A.
10. For the purpose of setting the budget, it has been assumed that new treasury management investments will be made at an average rate of 1%, and that new long-term loans will be borrowed at an average rate of 3%.

Local Context:

11. On 31 March 2019 the Council held £676m of short and long-term borrowing and £31m of investments. By 31st December 2019, this changed slightly to £674m of borrowing and £11m of investments. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. Internal borrowing allows the Council to utilise its internal cash balances (i.e. working capital and reserves) which are not required in the short to medium-term in order to reduce risk and keep interest costs low. Forecast changes in these sums are shown in the balance sheet analysis in Table 1 below.

Table 1 - Balance sheet summary and forecast

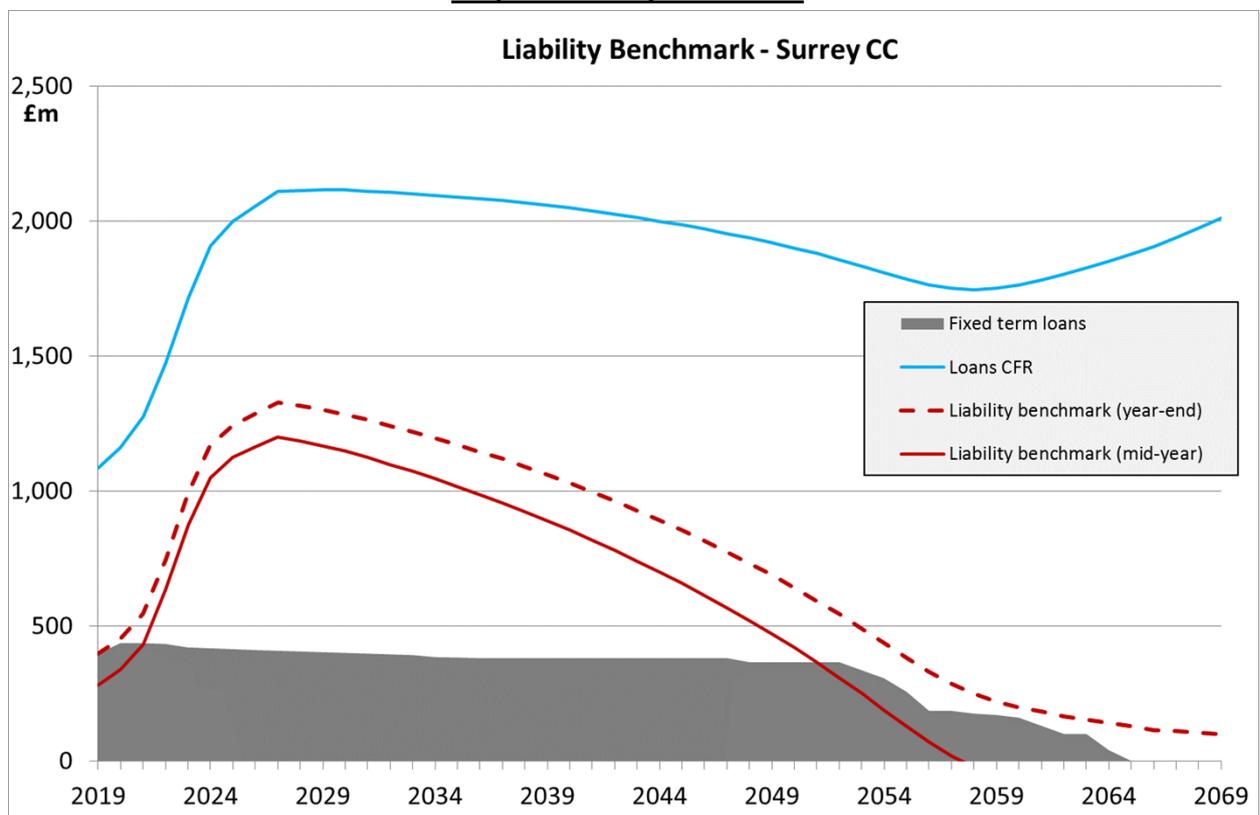
	31.3.19 Actual £m	31.3.20 Estimate £m	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m
General Fund CFR	1,217	1,269	1,422	1,598	1,816	1,985	2,074
Less: PFI and lease liabilities	(132)	(114)	(136)	(119)	(98)	(80)	(58)
Net CFR (underlying need to borrow)	1,085	1,155	1,286	1,479	1,718	1,905	2,016
Less: External borrowing (long term)	(397)	(437)	(436)	(433)	(420)	(417)	(414)
Internal borrowing (based on projected reserves, balances and working capital)	(409)	(429)	(449)	(441)	(440)	(447)	(454)
Projected additional external borrowing requirement	278	289	401	605	858	1,041	1,148

12. The Council has an increasing CFR over the period to 31 March 2025, due to the proposed Capital Programme and approved investment strategy projects. The maximisation of internal borrowing

leads to a borrowing requirement above the Council's ability to utilise its internal resources to fund this capital expenditure. It will therefore be required to raise additional external borrowing over the forecast period.

13. CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2020/21.
14. To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the Council's projected treasury management position over the next 50 years.

Graph 1: Liability benchmark



15. The long-term liability benchmark assumes:

- Capital expenditure funded by borrowing as per the 2020-25 Capital Programme
- Projects included in the Capital Programme (Budget and Pipeline) and approved investment strategy spend are included
- Minimum Revenue Provision (MRP) on new capital expenditure is based on the existing MRP policy
- Reserves and Balances are based on proposed and approved use over the life of the Medium-term Financial Plan (MTFS) and increase by inflation of 2.5% a year thereafter.

16. As illustrated in the graph above, the difference between the CFR (underlying need to borrow) and actual external borrowing is funded from Reserves and Balances (internal borrowing). The current

strategy to internally borrow continues to support the Council's financial position in the short to medium-term.

17. As shown, the Council's current debt portfolio is long dated and there are no significant repayments until the 2050s.

Borrowing Strategy

18. The Council is projected to have £726m of borrowing as at the end of March 2020, an increase of £50m since 31 March 2019. Long term borrowing has increased from £397m at 31 March 2019 to £437m - £40m of long-term loans were taken out as part of a balanced approach to managing interest rate risk. Short-term borrowing is expected to increase by £10m by the end of the year.

19. **Objectives:** The Council's main objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required.

20. **Strategy:** The Council is facing unprecedented financial pressures, principally driven by rising need for services from residents and continuing reductions in government funding. Given these pressures, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, the Council continues to maximise the use of internal resources (internal borrowing) and borrowing short-term to fund the additional requirement based on cash flow forecasts.

21. By doing so, the Council is able to suppress net borrowing costs (despite foregone investment income) and reduce market and credit risk in the investment portfolio. However, short-term borrowing does increase the Council's exposure to changes in interest rates as when short-term loans mature they may need to be replaced at a higher rate of interest. The level of internal / short-term borrowing will be reviewed on a regular basis, taking account of the overall cash position and market forecasts. Arlingclose will assist in this review with 'cost of carry' and breakeven analysis, which will support decisions on whether to take additional longer term external borrowing at fixed rates in 2020/21, with a view to keeping future interest costs low.

22. Alternatively, the Council may arrange forward starting loans where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost without suffering a cost of carry in the intervening period.

23. **Sources of borrowing:** The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- banks or building societies authorised to operate in the UK
- UK Local Authorities

- UK public and private sector pension funds (except the Surrey Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable Local Authority bond issues.

24. The Council has previously raised the majority of its long term borrowing from the PWLB. For short-term borrowing, the Council has, and will continue, to use other sources of finance, such as loans from other Local Authorities, pension funds and other public bodies as these are often available at more favourable rates. These short-term loans leave the Council exposed to the risk of interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

25. **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative (PFI)
- sale and leaseback

All such sources of finance are subject to a robust options appraisal.

26. **Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to Local Authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow through the Agency will therefore be the subject of a separate report.

27. **Debt rescheduling:** The PWLB allows Local Authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost efficiency or a reduction in risk.

Investment Strategy

28. The Council holds invested funds representing income received in advance of expenditure plus reserves. For the first half of 2019/20, the Council held average balances of £42m, compared to with £39m for the equivalent period in 2018/19. The average return for the first half of 2019/20 was 0.72%. Cash balances are expected to remain low during 2020/21.

29. **Objectives:** The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
30. **Negative interest rates:** If the UK enters into a recession in 2020/21, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.
31. **Strategy:** Due to the continuation of the strategy to maximise internal borrowing and use short-term borrowing to manage cash flow shortfalls, investment levels are expected to remain low during 2020/21. The majority of the Council's surplus cash continues to be invested in money market funds and short-term unsecured bank deposits. Money Market Funds offer same-day liquidity, very low or no volatility and also ensure diversification to reduce the security risk of holding the majority of cash deposits with a limited number of UK banks.
32. While the Council's investment balances remain low (less than £100m), Money Market Funds and short-term bank deposits will be utilised, with a cash limit per counterparty/fund of £25m. If the economic situation changes, which results in a decision to undertake additional borrowing, resulting in higher cash balances, other investment counterparties may be considered and the counterparty limits set out below would apply.
33. **Business models:** Under the new International Financial Reporting Standard (IFRS 9) standard, the accounting for certain investments depends on the Council's "business model" for managing them. The new standard requires entities to account for expected credit losses in a timely manner; from the moment when financial instruments are first identified. These investments will continue to be accounted for at amortised cost.
34. **Approved counterparties:** The Council may invest its surplus funds with any of the counterparty types in Table 2 below, subject to the cash limits (per counterparty) and the time limits shown.

35. **Table 2 - Approved investment counterparties and limits**

Credit rating	Banks unsecured	Banks secured	Government*
UK Govt	n/a	n/a	£ Unlimited 50 years
AAA	£10m 5 years	£20m 20 years	n/a
AA+	£10m 5 years	£20m 10 years	n/a
AA	£10m 4 years	£20m 5 years	n/a
AA-	£10m 3 years	£20m 4 years	n/a
A+	£10m 2 years	£20m 3 years	n/a
A	£10m 13 months	£20m 2 years	n/a
A-	£10m 6 months	£20m 13 months	n/a
None	£1m 6 months	n/a	n/a
Pooled Funds	£25m per fund		

* UK Local Authorities

This table must be read in conjunction with the notes below.

36. **Credit rating:** Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's and Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.
37. **Banks unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.
38. **Banks secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt

from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

39. **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and Local Authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
40. **Pooled funds:** Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
41. Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short-term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
42. **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB - and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £1m. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity. The Council's bank, HSBC, has a credit rating of AA-.
43. **Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
 - no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
44. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will

be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

45. **Other information on the security of investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis. No investments will be made with an organisation if there are substantive doubts about its credit quality.
46. When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills or with other Local Authorities.
47. **Investment limits:** The Council's revenue reserves and balances available to cover investment losses are forecast to be approximately £65m on 31st March 2020. In order that no more than 30% of available reserves will be put at risk in the case of a single default, the maximum that will be invested with any one organisation (other than the UK Government) will be £20m and the limit for any one pooled fund will be £25m.

Table 3 - Investment limits

	Cash limit
Any single organisation, except the UK Central Government	£20m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£20m per group
Any group of pooled funds under the same management	£25m per manager
Money Market Funds	£150m in total
Unsecured investments with Building Societies	10m in total

48. **Liquidity management:** The Council uses cash flow forecasting to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial

commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

Treasury Management Indicators

49. The Council measures and manages its exposures to treasury management risks using the following indicators.

50. **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	60%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	75%	0%
10 years and above	100%	25%

51. Time periods start on the first day of each financial year. The maturity date of borrowing is the date of the loans are due to be repaid.

52. **Principal sums invested for periods longer than 1 year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2020/21	2021/22	2022/23
Limit on principal invested beyond year end	£40m	£20m	£10m

Other Items

53. There are a number of additional items that the Council is obliged by CIPFA and MHCLG to include in its treasury management strategy.

54. **Policy on the use of Financial Derivatives:** Local Authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over Local Authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

55. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks

that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

56. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
57. **Markets in Financial Instruments Directive:** The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Section 151 Officer believes this to be the most appropriate status.
58. **Treasury Management Advice:** Surrey County Council has appointed Arlingclose Limited as Treasury management advisers and receives specific advice on investments, debt and capital finance matters.
59. **Treasury Management Training:** Member and Officer training needs are assessed regularly as part of the staff appraisal process. Additional training will be provided as and when there is a change in roles and responsibilities. The Council also benefits from the Orbis partnership Centre of Expertise, which provides a robust Treasury team providing day to day treasury management operational activities to Surrey County Council, Brighton & Hove City Council and East Sussex County Council.

Financial Implications

60. The budget for investment income in 2020/21 is £300,000, based on an average investment portfolio of £40m at an interest rate of 0.75%. The budget for debt interest paid in 2020/21 is £19m, which is based on a mix of short-term borrowing and the existing long term fixed rate debt portfolio.
61. The CIPFA Code does not prescribe any particular treasury management strategy for Local Authorities to adopt. The Section 151 Officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain

Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
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Prudential and Treasury Indicators 2020/21

1. The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of Local Authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.
2. The Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice.

Estimates of capital expenditure

3. The Council's planned capital expenditure and financing is summarised in table 1. This prudential indicator is a summary of the Council's annual capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

Table 1 - Actual and estimated capital expenditure

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Actual	Projected	← ----- Estimated ----- →				
	£m	£m	£m	£m	£m	£m	£m
Capital Programme expenditure	128	161	264	355	328	286	215
Approved investment strategy spend	100	7	13	23	11	9	0
Financed By:							
- Government grants and third party contributions	97	95	101	86	74	76	67
- Capital Receipts	11	5	22	75	0	0	0
- Revenue and reserves	1	1	8	6	6	7	6
Net financing need for the year*	119	67	146	211	259	212	142

*Capital expenditure to be met by borrowing

The Council's borrowing need (the capital financing requirement)

4. Table 2 sets out the Council's estimated capital financing requirement (CFR). The CFR represents capital expenditure funded by external debt and internal borrowing and not by capital receipts, revenue contributions, capital grants or third party contributions at the time of spending. The CFR therefore measures a Council's underlying need to borrow for a capital purpose. Any capital expenditure which has not been funded from locally determined resources will increase the CFR. The CFR will reduce by the minimum revenue provision (MRP).

5. The MRP is a statutory annual revenue charge which reduces the borrowing need in a similar way to paying principal off a household mortgage.
6. The CFR includes any other long term liabilities, e.g., PFI schemes, finance leases. Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes and they therefore do not form part of the Council's underlying need to borrow.
7. The CFR is increasing over the MTFS period which results in an increase in external debt (after we have maximised internal borrowing) and therefore an increase in the revenue cost of borrowing. This is reflected in an increased Operational Boundary and Authorised Limit as shown in Tables 4 and 5. Table 6 - Ratio of financing costs to net revenue stream, shows that the revenue cost of debt is an increasing but relatively low proportion of our overall budget. The impact of funding the Capital Programme is built into the revenue budget and MTFS.

Table 2 - Capital Financing Requirement (CFR)

	2018/19 Actual £m	2019/20 Projected £m	2020/21 ← ----- £m	2021/22 £m	2022/23 Estimated £m	2023/24 ----- £m	2024/25 ----- £m
Opening CFR	1,152	1,235	1,269	1,422	1,598	1,816	1,985
Movements:							
- Minimum revenue provision	(20)	(15)	(15)	(17)	(20)	(25)	(31)
- Application of capital receipts	(29)	0	0	0	0	0	0
- PFI & finance leases	13	(18)	22	(17)	(21)	(18)	(22)
- Net financing need	119	67	146	210	259	212	142
	83	34	153	176	218	169	89
Closing CFR	1,235	1,269	1,422	1,598	1,816	1,985	2,074

*includes the addition to fixed assets on the balance sheet under PFI

Gross borrowing and the capital financing requirement

8. In order to ensure that over the medium-term borrowing will only be for a capital purpose, the Council should ensure that its debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for the current and next 2 financial years. This allows some flexibility for early borrowing in advance of need, but ensures that borrowing is not undertaken for revenue purposes. This is a key indicator of prudence.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Actual	Projected	← ----- Estimated ----- →				
	£m	£m	£m	£m	£m	£m	£m
External Borrowing	675	726	837	1,038	1,278	1,458	1,562
CFR	1,235	1,269	1,422	1,598	1,816	1,985	2,074

9. Total debt is expected to remain below the CFR during the forecast period.

The Council's operational boundary for external debt

10. Table 4 sets out the Council's operational boundary. The operational boundary is an indicator against which to monitor its external debt position. It is based on the Council's estimate of the most likely (ie prudent but not worst case) scenario for external debt. It links directly to the Council's estimates of capital expenditure, the CFR and cash flow requirements and is a key management tool for in-year monitoring.

11. Within the operational boundary, figures for borrowing and other long-term liabilities are separately identified. Other long-term liabilities comprise finance lease, PFIs and other liabilities that are not borrowing but form part of the Council's debt position.

12. The operational boundary is not a limit and actual borrowing could vary around this boundary for short periods during the year. It should act as an indicator to ensure the authorised limit is not breached. The operational boundary increases over the MTFS period to reflect an increasing underlying need to borrow linked to the Capital Programme. We monitor against the indicator throughout the year.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Agreed	← ----- Estimated ----- →				
	£m	£m	£m	£m	£m	£m
Borrowing	966	1,087	1,438	1,698	1,888	1,992
Other long term liabilities	143	136	119	98	80	58
Total	1,109	1,223	1,557	1,796	1,968	2,050
Estimated External Borrowing	716	837	1,038	1,278	1,458	1,562

The Council's authorised limit for external debt

13. Table 5 sets out the Council's authorised limit for external debt. This key prudential indicator represents a control on the maximum level of borrowing. It is a statutory limit determined under section 3(1) of the Local Government Act 2003 and represents a limit beyond which external debt is prohibited. It is the maximum amount of debt that the Council can legally owe.
14. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised since the introduction of the Prudential Code.
15. The Authorised limit provides headroom over and above the operational boundary for unusual cash movements and potential additional borrowing to meet the ambitions of the Council in respect of its investment strategy.
16. As with the operational boundary, the limit separately identifies borrowing from other long term liabilities such as finance leases and PFIs. The authorised limit increases over the MTF5 period to reflect an increasing underlying need to borrow linked to the Capital Programme.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Agreed £m	← ----- £m	----- £m	Estimated £m	----- £m	----- £m
Borrowing	1,553	1,587	1,938	2,198	2,388	2,492
Other long term liabilities	143	136	119	98	80	58
Total	1,696	1,723	2,057	2,296	2,468	2,550
Estimated External Borrowing	716	837	1,038	1,278	1,458	1,562

Estimated ratio of financing costs to net revenue stream

17. This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Table 6 - Ratio of Financing Costs to Net Revenue Stream						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Projected	← ----- Estimated -----			----->	
Ratio of Financing Costs to Net Revenue Stream	2.57%	3.18%	3.86%	4.61%	5.31%	6.45%

18. The revenue implications of potential, yet to be identified, investment opportunities that meet the Council's long term capital strategy criteria, will be funded from the investment returns of such investments. If there is a delay in the realisation of sufficient returns then costs will be funded from the Council's Revolving Infrastructure & Investment Fund.

Treasury Indicators:

Principal sums invested for periods longer than a year (including shares, which is the only remaining limit for non-specified investment)

Price risk indicator	2020/21	2021/22	2022/23
Limit on principal invested beyond year end	£40m	£20m	£10m

Refinancing risk - Maturity structure of borrowing

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	60%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	75%	0%
10 years and above	100%	25%

Arlingclose Economic & Interest Rate Forecast

Underlying assumptions:

- The global economy is entering a period of slower growth in response to political issues, primarily the trade policy stance of the US. The UK economy has displayed a marked slowdown in growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased.
- Brexit has been delayed until 31 January 2020. The General Election has removed some uncertainty within the market, however following the Withdrawal Bill, a key concern is the limited transitional period following a January 2020 exit date, which will maintain and create additional uncertainty over the next few years.
- UK GDP growth rose by 0.4% in the third quarter of 2019 from -0.2% in the previous three months, with the annual rate falling further below its trend rate to 1.1% from 1.2%. Services, construction and production added positively to growth, by 0.5%, 1.2% and 0.1% respectively, while agriculture recorded a fall of 0.1%. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate and provide a boost to business investment. This results in forecast GDP growth of 1.6% in Q4 2020, 1.8% in Q4 2021 and 2.1% in Q4 2022.
- Domestic inflationary pressures have abated, as domestic gas and electricity price freezes have taken effect until 2020. The price of oil has fallen through the year, despite a rise in prices in December 2019. The limited inflationary pressure from real wages will likely keep inflation below the Bank of England target of 2%. The Bank of England maintained Bank Rate to 0.75% in November following a 7-2 vote by the Monetary Policy Committee. Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty continues or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates.
- Inflation is running below target. While the tight labour market risks medium-term domestically-driven inflationary pressure, slower global growth should reduce the prospect of externally driven pressure, although political turmoil could push up oil prices.
- The US economy has continued to perform relatively well compared to other developed nations; however, the Federal Reserve has started to unwind its monetary tightening through 2019. The Federal Reserve has cut rates three times to 1.5% - 1.75%, to stimulate growth as GDP growth has started to fall (to 2.1%).
- The repercussions from the US-China trade war continues which, risks contributing to a slowdown in global economic activity in 2019. Recent suggestions have been an initial compromise and potential unwinding of tariffs; however, this can change quickly. Slow growth in Europe, combined with

changes in leadership at the ECB and IMF has led to a change of stance in 2019. Quantitative easing has continued and been extended.

- Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- Although we have maintained our Bank Rate forecast at 0.75% for the foreseeable future, there are substantial risks to this forecast, dependant on the progression towards a post-Brexit trade arrangement and the evolution of the global economy.
- Arlingclose judges that the risks are weighted to the downside.
- Gilt yields have risen but remain low due to the soft UK and global economic outlooks. US monetary policy and UK government spending will be key influences alongside UK monetary policy.
- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.21
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
3-month money market rate														
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
1yr money market rate														
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.30	0.30	0.30	0.30	0.23
Arlingclose Central Case	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Downside risk	-0.30	-0.50	-0.55	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.60
5yr gilt yield														
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.45	0.45	0.45	0.37
Arlingclose Central Case	0.50	0.50	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57
Downside risk	-0.35	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.56
10yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.85	0.85	0.90	0.90	0.95	0.95	1.00	1.00	1.00	0.88
Downside risk	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.45
20yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45
50yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 1.80%

PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Investment & Debt Portfolio Position as at 31 March 2019

	Actual Portfolio £m	Average Rate %
External borrowing:		
Public Works Loan Board	387	4.10
Market	10	5.00
Local Authorities	279	0.8
Total external borrowing	676	
Other long-term liabilities:		
Private Finance Initiative	134	
Total other long-term liabilities	134	
Total gross external debt	810	
Treasury investments:		
Banks & building societies (unsecured)	-	
Government (incl. Local Authorities)	-	
Money Market Funds	31	0.51
Total treasury investments	31	
Net debt	779	

Glossary of Terms**CCLA – Churches, Charities and Local Authorities****CFR – Capital Financing Requirement****CIPFA – Chartered Institute of Public Finance Accountancy****CPI – Consumer Price Index****DMO – Debt Management Office****DMADF – Debt Management Account Deposit Facility****ECB – European Central Bank****GDP – Gross Domestic Product****MHCLG – Ministry of Housing, Communities and Local Government****MiFID - Markets in Financial Instruments Directive****MMF – Money Market Fund****MPC – Monetary Policy Committee****MRP – Minimum Revenue Provision****PWLB – Public Works Loan Board****TMPs – Treasury Management Practices****TMPS – Treasury Management Policy Statement****TMSS – Treasury Management Strategy Statement**

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Surrey County Council Budget 2020/21 – Equality Impact Assessment

1. This report summarises potential equality impacts on residents and Surrey County Council staff arising from proposed service changes that will improve services for residents and support the council to realise a sustainable budget for the 2020/21 financial year. It also includes mitigating actions to maximise any positive impacts and minimise any adverse ones.
2. This should be read with a number of appendices, including individual Equality Impact Assessments (EIAs) and the 2020/21 Final Budget and Medium-Term Financial Strategy 2020/21 – 2024/25 Cabinet report of 28 January 2020. Reading this report will support Members to comply with equality law so they can pay due regard to the equality implications in setting the new budget for 2020/21.

Summary/headline findings

3. In October 2019, we agreed a new [Organisation Strategy 2020-2025](#). To support this strategy, it is crucial we allocate our resources in the most efficient ways possible, so we need to be clear about what the efficiencies package underpinning the budget means for residents, partners and staff.
4. From reviewing the efficiency proposals, we are adopting four strategic approaches towards balancing the budget in 2020/21:
 - a. Promotion of choice and control for residents
 - b. Changing the way we work, internally and for residents
 - c. Prioritising spend to make us financially viable
 - d. Maximising our income streams without disadvantaging residents.
5. Given the scale and complexity of change required, the council's efficiency proposals for 2020/21 have been analysed as a whole to understand the impact on our residents, particularly where certain groups may be impacted by multiple efficiency proposals. Individual EIAs outline the potential impact of proposed efficiencies for each service area on residents with protected characteristics¹.
6. Four EIAs are being presented to Cabinet where at the time of setting the budget, the efficiency proposals are well defined. The following groups have been identified as being affected by more than one service proposal:
 - Older adults
 - Carers
 - People with physical, mental and learning disabilities.

Some efficiency proposals are in a formative stage, and as they are firmed up, the specific equality impacts will be considered by the relevant Cabinet Member and Executive Director ahead of their implementation.

¹ The Equality Act 2010 lists nine protected characteristics. These are: Age (including younger and older people), Disability, Gender reassignment, Pregnancy and maternity, Race (including ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, Sexual orientation and Marriage/civil partnerships. Carers are also protected by association, e.g., if they are a carer for an older, disabled person.

Our Duties

7. There are no legal requirements to carry out an EIA on the council's budget, however it is important for us to identify and consider the equality implications of our budget decisions on our residents.
8. This analysis also supports Cabinet with meeting their statutory duty to pay due regard to equality issues. When approving financial plans, Members must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010 which requires them to have due regard to the need to:
 - a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - c. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
9. Members are also required to comply with Section 11 of the Children Act 2004, which places a duty on the council to ensure service functions, and those contracted out to others, are discharged having regard to the need to safeguard and promote the welfare of children.
10. Cabinet must read each individual EIA (listed in Paragraph 18) in full and take their findings into consideration when determining these proposals. Having 'due regard' requires Members to understand the consequences of the decision for those with the relevant protected characteristics and consider these alongside other relevant factors when making decisions. In addition, consideration of equality is an ongoing process and should take into account evidence from consultation and engagement activity and other data sources where appropriate.
11. 'Due regard' also means that consideration given to equality matters should be appropriate in the context of the decision being taken. This means Members should weigh up equality implications against any other relevant factors in the decision-making process. In this case the most significant other matters are:
 - a. the statutory requirement to set a balanced budget;
 - b. the ambitions the council has for Surrey as a place, which are set out in the [Community Vision for Surrey in 2030](#) and the [Organisation Strategy 2020-2025](#);
 - c. the priorities within the council's [Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015 – 2020](#); and
 - d. the [demographic pressures](#) facing the council's services that include a rising population with projected increases in the number of older residents and children and young people. Increases in these age groups are placing, and will continue to place, additional demands and pressures on adult and children's social care services and local schools.

Surrey County Council Efficiency Proposals 2020/21 - Strategic Approaches

12. An analysis of the proposals for securing efficiencies to balance the budget in 2020/21 shows they can be grouped into four strategic approaches:

- **Promotion of choice and control for residents.** This relates to increasing introduction of self-service for residents in several areas, including more flexibility in ways they can contact the council. Alongside this, the council is continuing to increase the numbers of people who exercise control over budgets for their own care, such as through Direct Payments in Adult Social Care, as well as supporting families to remain together where possible as part of changes in Children’s Services.
 - **Changing the way we work, internally and for residents.** This relates largely to changes to working practice with residents, including vulnerable adults and children. These are likely to include using digital technology and supporting our workforce to be more productive to enable transformation projects and deliver productivity gains, developing new technologies, becoming a more agile organisation and thinking creatively about resource allocation within services.
 - **Prioritising spend to make us financially viable.** This will help us make sure we are delivering the right service, to the right people, every time within the budget available to us. This includes looking at the practices of similar size local authorities to maximise performance and ensure the most effective allocation of resources.
 - **Maximising our income streams without disadvantaging residents.** This encompasses areas in which the council is considering commercial opportunities, as well as introducing charges for some services we offer, including as part of changes in Environment, Transport and Infrastructure and continued service development in Adult Social Care.
13. These actions represent our continuing work to modernise the organisation and develop services that are responsive to the needs of residents while remaining financially sustainable. This includes increasing access to services through digital technology, more effective allocation of resources to support the most vulnerable residents in Surrey and transforming back-office processes to enable the council to invest more in frontline service delivery.
14. Through our efforts to achieve this, and ensure we set a budget that does not rely on any reserves to balance the budget, we will continue to do things to drive efficiencies and deliver real value for money. This will enable us to set a budget so we can invest in Surrey residents and places now and for future generations.

Surrey County Council Efficiency Proposals 2020/21 – Equality Impact Assessments

15. We have reviewed the whole package of efficiencies proposed for 2020/21 to determine which proposals require EIAs and which do not. For those changes where residents are most likely to see differences in the way services are delivered, and where the equality implications are well defined at the time of setting the budget, individual EIAs are included in **Annexes K1 – K4** .
16. Our assessment of the likely impacts of these started when proposals were being formed. They will only be implemented after Members have actively paid due regard and considered all possible actions and mitigations to achieve the three aims set out in Section 149 of the Act (paragraph 9 of this report).

17. It is open to the council to formulate its efficiency proposals (having regard to the likely impact on protected characteristics), and once these are further developed, Members and officers will consider in greater detail the specific equality impacts of the efficiencies that might be implemented within the budgetary framework.
18. Where decisions on how to achieve efficiencies within the agreed budget will be taken in-year, subsequent decisions will be taken by the relevant Cabinet Member and Executive Directors, and shall be made based on a clear understanding of what the potential impacts might be.
19. There are four individual Equality Impact Assessments for Cabinet and Council to consider when giving due regard to the proposals outlined in the budget. These have been appended due to the day-to-day impact residents may experience with these service areas:
 - Adult Social Care Transformational Efficiencies EIA (updated from the version presented to Cabinet 29 January 2019)
 - Making Surrey Safer (Surrey Fire and Rescue Service) EIA (presented to Cabinet 24 September 2019)
 - Libraries and Cultural Services Transformation EIA (originally presented to Cabinet 26 November 2019)
 - Special Educational Needs and Disabilities (SEND) Strategy EIA (updated from the version presented to Cabinet 29 January 2019)
20. These individual assessments represent the proposals which, if approved, are likely to change how residents currently access or receive services and therefore require consideration of what potential equality implications may be, and how these could be mitigated. As these EIAs have been presented to previous Cabinet meetings, these are presented to remind Members of the equality implications.
21. While some efficiency proposals have clear equality impacts, some proposals are still in a formative stage, so services are not yet in a position to assess the full impacts of these. Where impacts are identified at a later date, the relevant Cabinet Member and Executive Director will consider these prior to proposals being implemented.
22. Some efficiencies within the 2020/21 budget will not have any direct effect on residents or service delivery (such as budget adjustments and removal of vacant posts), and therefore are not considered within this report.
23. The following section assesses the council's proposed efficiencies for 2020/21 in a cross-cutting way and considers the cumulative impact of some of these changes. Members may consider this cumulative analysis alongside the individual EIAs but must still read, consider conscientiously and give due regard to each individual EIA document when making decisions on the proposals outlined in the budget.

Surrey County Council Efficiency Proposals 2020/21 – Cumulative Impact

24. Analysis of the EIAs shows that the groups with the potential to be affected by multiple changes proposed in the efficiencies package for 2020/21 are:
 - Older adults
 - Carers

- People with disabilities

25. This analysis is based on the information contained in the EIAs in Annexes K1 – K4.

Adult Social Care

26. The shift towards more creative and informal provision of Adult Social Care is intended to encourage similar responses from care companies and maximise efficiency. Residents of all ages will be encouraged to explore what care and support their family, friends and local community can provide to meet their needs. This focus on active community participation will encourage creativity whilst enabling service users to maintain their independence.
27. These changes may lead to some concerns among older and disabled residents as they may not have the same ability to access a variety of support services, which could potentially also affect carers, care users and broader residents. There may also be increasing demands placed upon the voluntary, community and faith sector from people of all ages. This could overload the sector and lead to support not being available for everyone who needs it. Decisions made around placements may mean older people are offered residential or nursing care that is further away from their family and networks.

Mitigations:

- Ensure staff take the time to listen to and respond to anxieties that arise as a result of the changes so that people feel reassured and supported
 - Explore ways in which families, friends and local communities can support older residents to enable them access to community based services
 - Continue to work with partners to support and expand the role of the voluntary, community and faith sector, including maintaining our investment in the sector
 - Work with families and friends to find creative, efficient ways to make the nursing and residential care settings work for social care service users who have been placed further away from their support network.
27. Transforming Adult Social Care services will bring a number of benefits for disabled service users, such as their greater involvement in the planning and delivery of their care and more choice, control and independence, such as through more people benefitting from direct payments and greater support from family, friends and local communities.
28. There are some changes however that may lead to negative impacts for residents with disabilities, including increasing the distance their family and networks may need to travel to new care placements, and how the care provided by family, friends and community networks can be quality assured for safeguarding purposes.

Mitigations

- Work will take place to co-design and reshape services, listening to the voice of people with a disability and implementing their ideas

- b. Ensure staff are trained so they can have strength based conversations with residents
 - c. Ensure mental health staff are trained and able to implement the Care Act
 - d. Strengthen the range of Technology Enabled Care on offer to people
 - e. Ensure staff are equipped to support people in taking proportionate risks and safeguarding procedures are adhered to.
29. Continuing to implement the Adult Social Care (ASC) transformation programme will mean wide ranging changes to policy, function and services so we can support more residents to be independent and have control over their own outcomes.
30. Direct payments will have a positive impact on carers by offering them more choice and an increase in home adaptations will enable more families to look after their adult family member at home.
31. Carers may be concerned about what these changes mean for them and the people they care for and their wellbeing. They may feel obligated to take on more of a caring role, which could lead to issues in work-life balance if they are employed, or have a more detrimental impact on their health if they are an older carer.

Mitigations:

- a. Involve carers in the co-design of new services at the earliest opportunities.
- b. Continue to support carers in their caring roles and ensure they themselves have support plans in place to facilitate this. Young carers should be identified and given support.

Fire and Rescue Service

32. Older people are more likely to be affected by proposed changes as a result of the modernisation of the Fire and Rescue Service. Modernisation of the service will potentially have a range of positive impacts for more vulnerable people in Surrey.
33. With forecast increases in the numbers of older people living alone, have dementia, and/or who are unable to carry out self-care and domestic tasks without support means there are more people likely to be vulnerable to fires in their homes. We also know that some residents with disabilities, such as those with mobility and mental health issues, will potentially be affected. We recognise residents may be concerned about what changes to crewing patterns at some stations will mean for them.

Mitigations:

- a. Increase targeted campaigns and community engagement to support prevention of fires and other emergencies affecting vulnerable residents, including older people
- b. Increase prevention work across the county, such as through Safe and Well Visits, to educate and inform residents on how to prevent fires and other

emergencies. Vulnerable people will be targeted in particular, with our aim to increase the number of visits being delivered to 20,000 by 2021.

- c. Increase the number of homes equipped with telecare designed to support the prevention of fires, such as pendants that can be worn, smoke and carbon monoxide detectors, and bed and falls sensors for those with mobility difficulties.

34. The implementation of the Making Surrey Safer Plan 2020 – 2023 will result in a reduction of employees working within response, which will impact some Surrey Fire and Rescue (SFRS) employees across the county. This change has the potential to negatively impact staff with caring responsibilities as a result of changes to their roles, whether through changes to crewing patterns or shifting to a more preventative role.

Mitigations:

- a. The affected employees have been asked to complete a preference form and detail any extenuating circumstances they feel should be considered during the selection process. This includes anything that may fall within the Equality Act. Information provided on these forms will be assessed to minimise negative impact on these employees as a result of the changes.

35. The increase in dedicated fire safety roles may also provide greater career development opportunities for firefighters who develop disabilities, such as reduced mobility, that prohibit an operational role, such as responding to emergency incidents.

Libraries and cultural services

36. Transformation of our libraries and cultural services into a range of modern, affordable services for people will involve looking at reducing the net cost of these services while increasing their impact.
37. Older people represent a greater proportion of library users when compared to the wider population. They will represent a priority group to engage in the co-design phase in 2020 and early 2021, so we can identify and monitor the impacts of this transformation on these groups and mitigate any negative ones in the final library service model.
38. The transformation of libraries and cultural services will potentially better support people with long-term health conditions, disabilities and mental health issues. There is potentially a greater prevalence of people with these conditions given that older people and some children and young people with disabilities are likely to form a significant proportion of library users, and we will gather data on this as we go through the co-design process. We will carry out targeted co-design and engagement with disabled people, and work closely with disability organisations in Surrey, such as the Surrey Coalition of Disabled People and their member organisations.
39. Through the co-design process, we can establish a new model of libraries and cultural services that better serves the needs of residents with disabilities and long-term health conditions. As we go through the co-design process, we will be better able to identify positive and negative impacts arising from the new model and put in

place mitigations. We will also support staff with disabilities working in those services as the changes progress.

Special Educational Needs and Disabilities (SEND)

40. The continued transformation of our services for children and young people with SEND will deliver a range of positive benefits including strengthened early identification to speed up access to preventative services and increased provision in local schools to reduce the travel distance and time taken for them to attend school.
41. In addition, there are a number of initiatives in the programme aimed at strengthening support for young people with SEND transitioning to adulthood, such as increased post-16 and post-19 pathways and expanding our adult learning, employment provision and Supported Internship programmes.
42. These initiatives are aimed at reducing costs to the council by reducing demand for higher cost services, better market management, greater partner accountability for funding and better service delivery and decision-making through early identification and Education, Health and Care Plan processes.
43. While the aim is to reduce the numbers of children and young people with SEND placed further away in non-maintained and independent educational settings, this could lead to parents perceiving that the council is reducing access to specialist placements for children who need it most.

Mitigations:

- a. Continue to communicate and engage with parents to show how the proposals in the strategy will lead to more appropriate placements.

Surrey County Council Efficiency Proposals 2020/21 – Other Impacts

44. The council is aware that some elements of the efficiencies to be delivered in 2020/21 could result in unintended or unexpected impacts on residents, which we are not yet in a position to fully assess. This cumulative analysis highlights some of the high level impacts that we are able to define at this time, as they relate to the projects mentioned.
45. Through reviewing the Equality Impact Assessments undertaken as part of the budget process, it is noted that there are other areas in which decisions that the council is taking are likely to impact on service delivery for residents which are not mentioned in the attached EIAs.
46. Any proposals contained in the council's budget are not "set in stone" at this time. The proposed changes to service delivery referred to below, and elsewhere in the report, will be subject to specific consideration of the equality impacts prior to a final decision being made by Cabinet or officers to implement any proposed changes.
47. Changes are being proposed to the **Stop Smoking service**. Existing GP and pharmacy Public Health Agreements are due to come to an end on 2019/20. This means GP practices and pharmacies will stop offering services and provision will be

offered through the One You Surrey service.

48. The provision will still be available for affected smokers but may be offered in a different format, such as online or via the telephone. This has the potential to affect higher risk groups of residents, such as mothers who continue to smoke while pregnant. This will be mitigated through continued provision of Stop Smoking clinics across Surrey, digital and telephone channels and close working with maternity services for ease of access for pregnant and new mothers to access stop smoking services.
49. The **Registrations service** are proposing to develop a more commercial offer for ceremonies which aims to create more choice for ceremony customers to meet their needs. It will include a greater offer for all ceremonies, including civil ceremonies and naming ceremonies. A statutory ceremonial offer, for customers who chose this option, will continue to be provided at an affordable cost. The take up of the different offers will be monitored by protected characteristics. The move to online booking for ceremonies will offer more flexibility for customers to self-serve but telephone booking will still be available for customers who are unable to access online services. A full EIA will be developed to capture understanding of the impacts on service users.
50. There are a number of proposals in the efficiencies package that could affect **children, young people and their families**, but the impacts are unclear at this stage. Proposals include making efficiencies against the contract offering short breaks for disabled children, spot purchases of supported accommodation places for children and young people leaving care and the contact service in Children's Services. There are also proposals to make changes to services for children and young people delivered in partnership with Clinical Commissioning Groups. Full EIAs will be produced for each of these proposals.
51. Changes to remodel Children's Centres into **Family Centres** that were agreed for the 2019/20 budget will continue into 2020/21. This involved moving towards a targeted approach for the most vulnerable children in Surrey and placing main centres in locations most likely to be adversely affected by deprivation. A detailed [EIA was presented to Cabinet in January 2019](#) outlining the impact of these changes and mitigating strategies, such as targeted outreach deployment and providing better information for families so they know where to go for support.
52. We continue to look at reducing **waste management** costs, including through a range of targeted campaigns aimed at increasing the amount residents recycle. We also continue to look at market testing for disposal costs, which currently do not impact on service delivery. Should this change, a full EIA will be carried out.
53. We will carry out additional **highway enforcement**, e.g. bus lane camera enforcement, to ensure bus journeys are more reliable to support sustainable transport choices. Some of these proposals could negatively impact the residents with protected characteristics but the final proposals or individual enforcement schemes are being developed, so impact cannot be quantified at this stage. Any impact on service delivery will be reviewed by EIAs covering individual enforcement schemes.

54. We will continue to change the way residents are able to contact the council and access some of its services. The **Customer Experience transformation** project will continue into 2020/21 to promote more digital and self-service options for customers and provide a single front door so access to council services is consistent and cost effective. [The EIA carried out for last year's budget remains valid](#) as the people most likely to be affected by these changes are those with low levels of digital skills and people whose first language is one other than English, and have limited abilities to read or speak the language. The contact centre will continue to provide support for customers less able to use digital self-service channels over the telephone, and a telephone interpretation service would be offered to customers who need it.

Mitigations

55. As part of this equality analysis work, services have developed a range of mitigating actions that seek to offset impacts of efficiency proposals on residents and staff with protected characteristics.
56. In general terms, the council's approach to mitigating impacts has been, or will be as strategic principles are developed into more formative proposals, to adopt one or more of the following:
- a. Putting service users and staff at the heart of service re-design, using co-design and consultation methods to produce services that are responsive and focus on supporting people that need them most. This means bringing together the right people early in the process to understand the issues and then decide what can be done collectively to improve outcomes.
 - b. Undertaking ongoing evaluation of the impacts of changes to services so we can build further evidence of who is affected by them, to refine and strengthen the mitigations that are in place and to document and respond to unforeseen negative impacts.
 - c. Providing tailored information to service users that are impacted negatively by efficiency proposals so they can draw on their own resources or seek further support either from the council or partner organisations.
 - d. Ensuring any changes to staffing levels or staff structures are completed in accordance with the council's human resources policies and procedures and take account of the impact these changes have on the workforce profile. In particular, there may be positive career opportunities for staff with protected characteristics as a result of this activity.
 - e. Increasing opportunities for residents to access council services in new and easier formats, such as through the use of digital technologies. Additional support will be provided for residents who may need help to adapt to the new formats, such as some older or disabled people.
 - f. Ensuring that staff with protected characteristics are fully supported with training and adjustments as appropriate to allow them to access the new ways of working the transformation proposals give rise to and for all staff to be equipped to support residents to do the same.

Conclusions

57. As part of our continued efforts to ensure the council remains financially sustainable, we are changing the way we deliver some services to residents. Some of these changes require Equality Impact Assessments to identify any groups with protected characteristics who may be impacted by these proposals. When taking a decision to set the budget, Members must use this paper to so they can discharge their duty to pay due regard to the equality implications of agreeing this package of efficiencies to balance the budget.
58. This report has summarised the main themes and potential impacts on residents arising from efficiency proposals for the 2020/21 year, as well as mitigating activity. The council continues to go through significant transformation, and we will continue to consider how these changes affect the most vulnerable residents and how we can support them to ensure that no-one is left behind.
59. **This summary report should only be read in conjunction with each individual EIA.**

EIA Title	Adult Social Care Transformational Efficiencies 2020/21			
Did you use the EIA Screening Tool? (Please tick or specify)	Yes (Please attach upon submission)		No	√

1. Explaining the matter being assessed

<p>What policy, function or service change are you assessing?</p>	<p>Adult Social Care’s vision is to promote people’s independence and wellbeing. Delivering this vision will mean people:</p> <ul style="list-style-type: none"> • Have access to information, advice and support in the community to help themselves and each other. • Build upon their strengths, with the same hopes and aspirations as everyone to work and to live independently. • Are supported to regain their skills and confidence after an illness or injury, so they can do things for themselves and stay independent. • Feel safe and experience health, social care and community partners working together to meet their needs. <p>This vision for a modern service will be delivered through the ASC transformation programme. The key elements of this programme, which will deliver efficiencies of £12.3m on 2020/21 will be:</p> <ol style="list-style-type: none"> 1. Practice Improvement – This programme will equip practitioners to take a strength based approach, ensure they have the technology they need to work in an agile way; implement a rigorous approach to reviews; ensure direct payments are the default offer; and enhance the use of technology-enabled care. This programme has an efficiencies target of £6.2m in 2020/21. 2. Learning Disability & Autism – This programme will reshape services to increase the number of people living independently in their own homes, with access to employment, friendship groups or other worthwhile pastimes; it will reshape day services; and facilitate better access to health provision. This programme has an efficiencies target of £4.6m in 2020/21. 3. Accommodation with Care & Support – This programme will increase the availability of extra care accommodation for older people; expand the development of new independent living provision for people with a learning disability and/or autism; stimulate the mental health/substance misuse supported living market; and ensure provision of specialist residential and nursing care beds across the county. This programme has an efficiencies target of £0.8m in 2020/21. 4. Mental Health – This programme will implement new service models for approved mental health professionals, older people services, working aged adult services,
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	<p>prisons, , transitions and substance misuse, all of which will be focused on promoting services to enhance independence. This programme has an efficiencies target of £0.7m in 2020/21.</p> <p>5. Market Management – This programme will introduce new centralised processes, governance and decision making accountabilities for social care placements. No efficiencies target has been set for this programme in 2020/21 but it facilitates the efficiencies planned across other programmes.</p> <p>6. Reablement – This programme will reshape how ASC’s reablement services are used to promote greater independence for all who would benefit; and implement digital solutions for rota and care planning. No efficiencies target has been set for this programme in 2020/21 but it facilitates the efficiencies planned across other programmes.</p>																																
<p>Why does this EIA need to be completed?</p>	<p>The ASC transformation programme will mean wide ranging changes to policy, function and services affecting people who use services, their carers and SCC staff. This EIA will help us build up a profile of residents and staff with protected characteristics who may be affected by these changes. It will provide insight to help break down any barriers to accessing services and to mitigate any potential negative impacts.</p> <p>The EIA will help us meet our commitment to ensure “no one is left behind”. Assessing the impact of these changes on different ‘protected characteristic’ groups is an important part of our compliance with duties under the Equality Act 2010.</p>																																
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Adult Social Care staff • Surrey Choices (SCC’s Local Authority Trading Company) 																																
<p>How does your service proposal support the outcomes in the Community Vision for Surrey 2030?</p>	<ul style="list-style-type: none"> • Everyone gets the health and social care support and information they need at the right time and place. • Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life. 																																
<p>Are there any specific geographies in Surrey where this will make an impact? (Please tick or specify)</p>	<table border="1"> <tr> <td>County Wide</td> <td>√</td> <td>Runnymede</td> <td></td> </tr> <tr> <td>Elmbridge</td> <td></td> <td>Spelthorne</td> <td></td> </tr> <tr> <td>Epsom and Ewell</td> <td></td> <td>Surrey Heath</td> <td></td> </tr> <tr> <td>Guildford</td> <td></td> <td>Tandridge</td> <td></td> </tr> <tr> <td>Mole Valley</td> <td></td> <td>Waverley</td> <td></td> </tr> <tr> <td>Reigate and Banstead</td> <td></td> <td>Woking</td> <td></td> </tr> <tr> <td>Not Applicable</td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="4">County Divisions (please specify if appropriate):</td> </tr> </table>	County Wide	√	Runnymede		Elmbridge		Spelthorne		Epsom and Ewell		Surrey Heath		Guildford		Tandridge		Mole Valley		Waverley		Reigate and Banstead		Woking		Not Applicable				County Divisions (please specify if appropriate):			
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Not Applicable																																	
County Divisions (please specify if appropriate):																																	

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Briefly list what evidence you have gathered on the impact of your proposals?

- Feedback from chief executives of our strategic user and carer partners at the ASC Partner Update meeting (every 2-months) where updates on the ASC transformation programme are shared
- Quarterly meetings with Healthwatch Surrey to share feedback from residents
- On-going engagement with a wide range of networks:
 - Disability groups/networks - including Local Valuing People Groups, Disability Empowerment Network Surrey, Learning Disability Partnership Board, Autism Partnership Board, Surrey Positive Behaviour Support, Spelthorne Access Network
 - Independent Mental Health Network
 - Older people groups
 - Commissioning user groups - including Surrey Hard of Hearing Forum, Long Term Neurological Conditions group, Surrey Vision Action Group, Surrey Deaf Community
 - Carers' commissioning group
 - Seldom heard groups/equalities groups
 - Clinical commissioning groups patient engagement forums
 - ICS communications and engagement groups
 - Surrey Heartlands Online Residents Panel

2. Service Users / Residents

AGE

What information (data) do you have on affected service users/residents with this characteristic?

The number of individuals supported by Adult Social Care is shown below, broken down by age range:

Open ASC cases (November 2019)¹

under 18	127
18-44	3,702
45-54	2,113
55-64	2,556
65-74	2,523
75-84	3,515
85-94	4,040
>95	935
not known	11
Grand total	19,522

Impacts (Please tick or specify)	Positive		Negative		Both	√
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
+ Create more age appropriate services, including independent	Changes which may impact people who use services with		Take a coordinated approach, provider by provider, introducing	31 March 2021	AD LD, Autism & Transition	

¹ ASC LAS system [accessed 25 November 2019]

<p>living or residential age appropriate settings</p>	<p>an age characteristic will be driven by the following programmes:</p> <ul style="list-style-type: none"> • Practice Improvement • Learning Disability & Autism • Market Management • Reablement 	<p>more specificity to support plans with clearer outcomes and finding creative solutions to deliver best value for money</p> <p>Work with the market to grow the provision of independent living accommodation, particularly for people with a learning disability</p>		<p>AD Commissioning</p>
<p>+ Offer family carers of 70yrs+ more effective support and engagement in early planning for their adult child's future wellbeing, support and financial arrangements etc</p>		<p>Identify family carers 70yrs+ and offer effective support and engagement using the family carers network to assist in conversations</p>	<p>31 March 2021</p>	<p>AD LD, Autism & Transition</p>
<p>+ Align our offer for young adults transitioning into adult services with the opportunities we will be creating for working age adults</p>		<p>Align work with Children's Services 'Next Steps - Preparing for Adulthood' programme</p> <p>Improve the flow of information and data from Children's Services</p>	<p>31 March 2021</p>	<p>AD LD, Autism & Transition</p>
<p>+ It will encourage a more creative and age appropriate response by care companies</p>		<p>Ensure commissioners and care companies co-design services with, and listen to the voices of, people who use services and their carers</p>	<p>31 March 2021</p>	<p>AD LD, Autism & Transition AD Commissioning</p>
<p>+ There will be a focus upon ensuring people have access to universal health care and screening at the right age/time in their lives</p>		<p>Work with health and community partners to deliver the LD Health/Complex Needs change programme</p>	<p>31 March 2021</p>	<p>AD LD, Autism & Transition</p>

<p>+ There may be opportunities for people with a learning disability over 65 years of age to move to more age appropriate services with their peer age group</p>		<p>Continue to secure personalised packages of care to meet the changing needs of people over 65 years of age</p>	<p>31 March 2021</p>	<p>AD LD, Autism & Transition</p>
<p>+ Residents of all ages will be encouraged to explore what care and support their family, friends and local community can provide to meet their needs. This will encourage creativity, people to continue to play an active part in their community and to maintain their independence</p>		<p>Continue to embed strengths based practice</p>	<p>31 March 2021</p>	<p>ADs</p>
<p>+ Skilled and trained staff will ensure residents of all ages experience earlier decision making, and provision of appropriate information and signposting</p>		<p>Train and support staff to have strengths based conversation with residents Continue to grow staff's knowledge of local community based resources Continue to work as part of Local Joint Commissioning Groups to expand the role of, the voluntary, community and faith sector</p>	<p>31 March 2021</p>	<p>ADs</p>
<p>+ The promotion of direct payments and Individual Service Funds will give residents of all ages more choice, control and independence</p>		<p>Put support mechanisms in place to enable people of all ages to use direct payments Ensure the Personal Assistant rate is adequate to enable people to recruit and retain staff</p>	<p>31 March 2021</p>	<p>AD LD, Autism & Transition AD Commissioning</p>

<p>+ Robust, timely and proportionate reviews will mean residents of all ages have services at a level and duration to meet their needs</p>		<p>Equip staff with the skills to undertake strengths based reviews and reassessments</p>	<p>31 March 2021</p>	<p>ADs</p>
<p>+ Reablement services will be reshaped to support more older people in a community setting, rather than simply on discharge from hospital</p>		<p>Develop a therapy led enablement service</p>	<p>31 March 2021</p>	<p>AD Service Delivery</p>
<p>+ Technology Enabled Care will support older people to continue to live independently in the community and to provide reassurance to family</p>		<p>Strengthen the range of Technology Enabled Care on offer to people</p>	<p>31 March 2021</p>	<p>Head of Resources</p>
<p>- Older residents may not have the same ability to access a menu of support services and/or community based support services</p>		<p>Explore how family, friends and the local community can support older residents to access community based services</p>	<p>31 March 2021</p>	<p>ADs</p>
<p>- The shift towards more creative and informal care may generate some anxiety for people of all ages</p>		<p>Ensure staff take the time to listen to, and respond to, anxieties so that people feel reassured</p>	<p>31 March 2021</p>	<p>ADs</p>
<p>- Decisions around placements may mean older people needing residential/nursing care, are offered a setting at a distance from their family and networks</p>		<p>Look for creative ways to make the setting on offer work for families Facilitate a broad discussion with families including the option of top-up arrangements to extend choice</p>	<p>31 March 2021</p>	<p>ADs AD Commissioning</p>

<ul style="list-style-type: none"> - There may be increasing demands placed upon the voluntary, community and faith sector from people of all ages, which may become overloaded and unable to support everyone who approaches them 		<p>Continue to work with partners to support and expand the role of the voluntary, community and faith sector</p>	<p>31 March 2021</p>	<p>ALT</p>
<ul style="list-style-type: none"> - There may be quality assurance and safeguarding issues around the care provided by family, friends and community networks for people of all ages, how this is assured and to whom concerns should be raised 		<p>Ensure staff are equipped to support people in taking proportionate risks and safeguarding procedures are adhered to</p>	<p>31 March 2021</p>	<p>ALT</p>
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p>				
<ul style="list-style-type: none"> • 'Next Steps – Preparing for Adulthood' programme will help to prepare young people with a disability in transition for independent living, employment, using public transport etc. 				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p>There are no negative impacts that cannot be mitigated</p>				

DISABILITY

What information (data) do you have on affected service users/residents with this characteristic?

Individuals supported by Adult Social Care by primary reason for support are listed below.

Open ASC cases as at Nov 2019²

Learning Disability Support	3,933
Mental Health Support	1,634
Physical Support - Access and Mobility Only	1,507
Physical Support - Personal Care Support	7,571
Sensory Support - Support for Dual Impairment	42
Sensory Support - Support for Hearing Impairment	181
Sensory Support - Support for Visual Impairment	137
Short term support (unclassified)	902
Social Support - Asylum Seeker Support	1
Social Support - Substance Misuse Support	57
Social Support - Support for Social Isolation / Other	190
Social Support - Support to Carer	2,311
Support with Memory and Cognition	1,056
Grand Total	19,522

Impacts (Please tick or specify)	Positive		Negative		Both	√
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² ASC LAS system [accessed 25 November 2019]

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>+ Commissioners and care companies will co-design new services and listen to the voice of people with a disability in shaping services to meet need</p>	<p>Changes which may impact people who use services with a disability characteristic will be driven by the following programmes:</p>	<p>Work to co-design and reshape services listening to the voice of people with a disability</p>	<p>31 March 2021</p>	<p>AD Commissioning MD Surrey Choices</p>
<p>+ It will create opportunities for people with a disability to explore alternative community based solutions and different living arrangements</p>	<ul style="list-style-type: none"> • Practice Improvement • Learning Disability & Autism • Accommodation with Care & Support • Market Management • Reablement 	<p>Continue to embed strengths based practice</p>	<p>31 March 2021</p>	<p>ADs AD Commissioning MD Surrey Choices</p>
<p>+ Residents with a disability will be encouraged to have a more detailed discussion, exploring what care and support their family, friends and local community can provide to meet their needs. This will encourage creativity, people to continue to play an active part in their community and to maintain their independence</p>		<p>Continue to embed strengths based practice</p>	<p>31 March 2021</p>	<p>ADs</p>
<p>+ Skilled and trained staff will ensure residents with a disability experience earlier decision making, and provision of appropriate information and signposting</p>		<p>Train and support staff to have strengths based conversation with residents</p> <p>Continue to grow staff's knowledge of local community based resources</p> <p>Continue to work as part of Local Joint Commissioning Groups to expand the role of,</p>	<p>31 March 2021</p>	<p>ADs</p>

		the voluntary, community and faith sector		
+ The promotion of direct payments and Individual Service Funds will give residents with a disability more choice, control and independence		Put support mechanisms in place to enable people with a disability to use direct payments Ensure the Personal Assistant rate is adequate to enable people to recruit and retain staff	31 March 2021	AD LD, Autism & Transition AD Commissioning
+ Robust, timely and proportionate reviews will mean residents with a disability have services at a level and duration to meet their needs		Equip staff with the skills to undertake strengths based reviews and reassessments	31 March 2021	ADs
+ The transfer of mental health services into ASC will ensure a more holistic approach looking at all aspects of care and support		Ensure mental health staff are trained and able to implement the Care Act, strengths based practice etc	31 March 2021	AD, Mental Health
+ Technology Enabled Care will support people with a disability to live independently in the community and to provide reassurance to their family		Strengthen the range of Technology Enabled Care on offer to people	31 March 2021	Head of Resources
- Placing people with a disability in community settings may be perceived as a risk to themselves and the community		Ensure people are equipped and their needs are suitable to access community resources Ensure robust safeguarding arrangements are in place Use success stories to reassure families	31 March 2021	AD, Learning Disabilities, Autism & Transition MD Surrey Choices

<ul style="list-style-type: none"> - The shift towards more creative and informal care may generate some initial anxiety for people with a disability 		<p>Ensure staff take the time to listen to, and respond to, anxieties so that people feel reassured</p>	<p>31 March 2021</p>	<p>ADs</p>
<ul style="list-style-type: none"> - Decisions around placements may mean people with disabilities are offered a setting at a distance from their family and networks 		<p>Look for creative ways to make the setting on offer work</p> <p>Ensure staff offer families top-up arrangements to extend choice</p>	<p>31 March 2021</p>	<p>ADs AD Commissioning</p>
<ul style="list-style-type: none"> - There may be increasing demands placed upon the voluntary, community and faith sector from people with a disability, which may become overloaded and unable to support everyone who approaches them 		<p>Continue to work with partners to support and expand the role of the voluntary, community and faith sector</p>	<p>31 March 2021</p>	<p>ALT</p>
<ul style="list-style-type: none"> - There may be quality assurance and safeguarding issues around the care provided by family, friends and community networks for people with a disability, how this is assured and to whom concerns should be raised 		<p>Ensure staff are equipped to support people in taking proportionate risks and safeguarding procedures are adhered to</p>	<p>31 March 2021</p>	<p>ALT</p>

**What other changes is the council planning/already in place that may affect the same groups of residents?
Are there any dependencies decisions makers need to be aware of**

- Changes introduced from April 2019 mean holders of a disabled person's bus pass or a disabled companion pass pay a fare to travel by bus before 9.30am or after 11pm on weekdays. However they will still be able to travel for free between 9.30am and 11pm on weekdays and any time at the weekend and on public holidays.
- 'Next Steps – Preparing for Adulthood' programme will help to prepare young people with a disability in transition for independent living, employment, using public transport etc.

- Proposals to discontinue the Surrey Disability Register will be subject to a public consultation in January 2020. The Adults Leadership Team have discussed actions to mitigate/minimise any potential negative impacts, pending the outcome of the consultation.
- Termination of the Section 75 arrangement between Surrey County Council and Surrey and Borders Partnership NHS Foundation Trust will affect residents with a mental health problem. These changes have been subject to extensive co-production, joint communications, regular governance meetings, Data Protection Impact Analysis and an Equality Impact Assessment to maximise positive and minimise negative impacts.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

There are no negative impacts that cannot be mitigated

RACE INCLUDING ETHNIC OR NATIONAL ORIGINS, COLOUR OR NATIONALITY

What information (data) do you have on affected service users/residents with this characteristic?

Open ASC cases as at Nov 2019 by Ethnicity³

White	17165
English / Welsh / Scottish / Northern Irish / British	16320
Irish	226
Gypsy or Irish Traveller	19
Any other White background	600
Mixed / multiple ethnic groups	199
White and Black Caribbean	48
White and Black African	15
White and Asian	48
Any other mixed / multiple ethnic background	88
Asian / Asian British	617
Indian	173
Pakistani	200
Bangladeshi	32
Chinese	47
Any other Asian background	165
Black / African / Caribbean / Black British	195
African	74
Caribbean	78
Any other Black / African / Caribbean background	43
Other ethnic group	219
Arab	19
Other	200
No data	1127

³ ASC LAS system [accessed 25 November 2019]

Impacts (Please tick or specify)		Positive	Negative	Both	√
Refused		61			
Undeclared / Not known		1066			
Grand Total		19,522			
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
<i>What impacts have you identified?</i>	<i>What are you basing this on?</i>	<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>	
+ The offer of a direct payment may enable people to access services which cater for their race	Changes which may impact people who use services with a race characteristic will be driven by the following programme: <ul style="list-style-type: none"> Practice Improvement 	Put support mechanisms in place to enable people to use direct payments	31 March 2021	AD Commissioning	
+ People of different races will be encouraged to explore support available from within their community		Continue to embed strengths based practice Continue to grow staff's knowledge of local community based resources	31 March 2021	ADs	
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of					
-					
Any negative impacts that cannot be mitigated? Please identify impact and explain why					
There are no negative impacts that cannot be mitigated					

RELIGION OR BELIEF INCLUDING LACK OF BELIEF

What information (data) do you have on affected service users/residents with this characteristic?

Open ASC cases as at Nov 2019 by Religion⁴

Baha'i	1
Buddhist	39
Christian	10747
Declined/ refused	1052
Hindu	100
Jain	2
Jewish	59
Muslim	324
None	2744
Other	419
Pagan	15
Sikh	34
Unknown	3980
Zoroastrian	6
Grand Total	19522

Impacts (Please tick or specify)	Positive		Negative		Both	√
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
+ The offer of a direct payment may enable people to access services which cater for their faith	Changes which may impact people who use services with a religion or belief		Put support mechanisms in place to enable people to use direct payments	31 March 2021	AD Commissioning	

⁴ ASC LAS system [accessed 25 November 2019]

<p>+ People with a religion or belief system will be encouraged to access support from within their faith community</p>	<p>characteristic will be driven by the following programme:</p> <ul style="list-style-type: none"> • Practice Improvement 	<p>Continue to embed strengths based practice</p> <p>Continue to grow staff's knowledge of local community based resources</p>	<p>31 March 2021</p>	<p>ADs</p>
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p>				
<p>-</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p>There are no negative impacts that cannot be mitigated</p>				

CARERS PROTECTED BY ASSOCIATION

What information (data) do you have on affected service users/residents with this characteristic?

Number of carers known to ASC as at November 2019 by age⁵

under 18	4
18-29	54
30-39	80
40-49	306
50-59	782
60-69	659
70-79	427
80-89	285
90+	50
not recorded	11
Grand Total	2,658

'Carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid'⁶. Carers are the largest source of support for disabled and vulnerable and the most significant form of 'social capital' in our communities. Effective support for carers is therefore critical for the effective delivery of both health and social care services.

Based on the 2011 Census and population projections we can estimate that in 2016 there were 115,216 carers of all ages living in Surrey in 2016, this equates to 10% of the population⁷. Based on the Valuing Carers 2015 research, these carers save the public purse an estimated £1.8 billion a year in Surrey. The figure for the UK is estimated at £132 billion⁸. Support for carers in the community is an important factor in preventing emergency admission.

⁵ ASC LAS system [accessed 25 November 2019, includes Carers and Carers who also use services]

⁶ Action for Carers Surrey. Working definition of a carer. Available from: <http://www.actionforcarers.org.uk/what-we-do/>

⁷ Office for National Statistics. 2011 Census and population projections. Available from: <https://www.ons.gov.uk/census/2011census/2011censusdata>

⁸ Carers UK. Valuing Carers 2015 – The Rising Value of Carers' Support, 2015. Available from: <http://www.carersuk.org/for-professionals/policy/policy-library/valuing-carers-2015>

The impact of caring can be detrimental to carers' health owing to a number of factors, including stress related illness or physical injury. Carers may experience financial hardship as a result of their caring role. The impact of caring on the carer is partly dependent on the number of hours spent caring. Other factors might include whether or not a carer is in employment, and for older carers in particular there is an impact on health. Based on the 2011 Census and population projections, Surrey's 2016 projected BAME carers population is 18,817 (16.3% of the total carers population); this group has been identified as facing particular difficulties in accessing and using support services for carers for a number of reasons, such as language barriers and a lack of culturally-appropriate information.

Based on the 2011 Census and population projections, it is estimated that there are higher numbers of female carers in Surrey. The proportion is the highest in the 16-64 age group, where 60% of carers are female. This increases to 67% in that age group where they are caring for 50 or more hours per week. The 85+ age group is an exception to this, however, as the majority of carers (57%) are male. This increases to 58% for carers aged 85 and over who are caring for more than 20 hours per week.

Impacts (Please tick or specify)	Positive		Negative		Both	√
Impacts identified	Supporting evidence			How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
+ Direct payments will offer carers more choice and support options	Changes which may impact upon carers will be driven by the following programmes: <ul style="list-style-type: none"> • Practice Improvement • Learning Disability & Autism 			Strengthen support mechanisms to enable carers to use direct payments	31 March 2021	AD Commissioning
+ Increase home adaptations to encourage and enable families to look after their adult family member at home				Work with district and borough councils to ensure home adaptations are undertaken with pace	31 March 2021	ADs
- Carers may be resistant to, and feel anxious about, change				Involve carers in the co-design of new services Provide clear communication to help carers understand why and how services are changing Listen to carers concerns and reflect these into service design	31 March 2021	ADs

Equality Impact Assessment

<p>- Carers may feel obliged to take on more of a caring role</p>		<p>Continue to support carers in their caring role</p> <p>Monitor the use of carers' services to ensure equitable access</p> <p>Ensure carers are assessed in their own right and have a support plan</p> <p>Ensure any young carers are identified and given support</p>	<p>31 March 2021</p>	<p>ADs</p>
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p>				
<p>-</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p>There are no negative impacts that cannot be mitigated</p>				

3. Staff

AGE						
What information do you have on the affected staff with this characteristic?						
9% of the HW & ASC workforce are under 30 years old compared to 13% countywide. 43% of the HW & ASC workforce are over 50 years old compared to 36% countywide.						
Impacts	Positive		Negative		Both	√
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner	
+ The review of organisational structure and accountabilities may create opportunities for staff of all ages to develop new skills and to take on new roles and responsibilities.	Review of the organisational structure and accountabilities in ASC and the rollout of hybrid technology which are both part of the Practice Improvement programme.	Ensure any review of organisational structure and accountabilities is supported by HR and a formal consultation process.		31 March 2021	ADs	
+ The review of organisational structure may create new entry level roles to support young people to join the workforce.		Consider opportunities for Apprentice and entry level roles across the service open to all candidates.		31 March 2021	ADs	
- The roll out of hybrid technology to frontline staff may be more challenging for mature members of staff to adopt		Provide training to support the roll out of hybrid technology to staff		31 March 2021	ADs	
What other changes is the council planning that may affect the same groups of staff?						
Are there any dependencies decisions makers need to be aware of						
- The 2020 Pay award will impact this group of staff positively in increased pay for those with headroom in their grade.						

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Any negative impacts that cannot be mitigated? Please identify impact and explain why

There are no negative impacts that cannot be mitigated

DISABILITY						
What information do you have on the affected staff with this characteristic?						
2.35% of the HW and ASC workforce have declared a disability compared to SCC at 2.83% of the countywide workforce.						
Impacts	Positive		Negative	√	Both	
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner	
- Any change to organisation structure or location could mean staff with a disability find travelling to carry out their duties more challenging	Review of the organisational structure and accountabilities in ASC as part of the Practice Improvement programme	Ensure any review of organisational structure and accountabilities is supported by HR and a formal consultation process Ensure staff are engaged and consulted regarding changes to location and reasonable adjustments continue to be made.		31 March 2021	ADs	
What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of						
<ul style="list-style-type: none"> Moving closer to Residents (MCTR) will involve the relocation of the civic hub from County Hall to Woking and a redistribution of staff within the county. Agile working – will provide people with the tools to work from any location. It will not apply to every role and every individual but focuses on the principle that work is something we do not somewhere we go. 						
Any negative impacts that cannot be mitigated? Please identify impact and explain why						
There are no negative impacts that cannot be mitigated						

CARERS PROTECTED BY ASSOCIATION

What information do you have on the affected staff with this characteristic?

We do not collect data on carers within the workforce.

Impacts	Positive		Negative		Both	√
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
+ Introduction of hybrid devices will enable staff to be more flexible so they can accommodate caring responsibilities	Review of the organisational structure and accountabilities in ASC as part of the Practice Improvement programme		Provide training to support the roll out of hybrid technology to staff		31 March 2021	ADs
- Any change to organisation structure or location could mean staff with a caring responsibility find travelling to carry out their duties more challenging			Ensure any review of organisational structure and accountabilities is supported by HR and a formal consultation process Ensure reasonable adjustments continue to be made		31 March 2021	ADs

**What other changes is the council planning that may affect the same groups of staff?
Are there any dependencies decisions makers need to be aware of**

- Moving closer to Residents (MCTR), this will involve the relocation of the civic hub from County Hall to Woking and a redistribution of staff within the county.
- Agile working – will provide people with the tools to work from any location. It will not apply to every role and every individual but focuses on the principle that work is something we do not somewhere we go.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

There are no negative impacts that cannot be mitigated

4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
No changes have been made as a result of this EIA	-

5. Recommendation

Based your assessment, please indicate which course of action you are recommending to decision makers. You should explain your recommendation in the in the blank box below.

Outcome Number	Description	Tick
Outcome One	No major change to the policy/service/function required. This EIA has not identified any potential for discrimination or negative impact, and all opportunities to promote equality have been undertaken	
Outcome Two	Adjust the policy/service/function to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?	
Outcome Three	Continue the policy/service/function despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> • Sufficient plans to stop or minimise the negative impact • Mitigating actions for any remaining negative impacts plans to monitor the actual impac. 	√
Outcome Four	Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination (For guidance on what is unlawful discrimination, refer to the Equality and Human Rights Commission’s guidance and Codes of Practice on the Equality Act concerning employment, goods and services and equal pay, available here).	
<i>Please use the box on the right to explain the rationale for your recommendation</i>	<p>The ASC transformation programme is evolutionary in approach, building upon changes to the way care and support services are delivered that have been underway for a number of years.</p> <p>There will be many positive impacts for people who use services and their carers arising from the ASC transformational changes in 2020/21. For example, we will build upon people’s strengths and help them stay connected to their community, extend reablement to all client groups in a community setting; reshape our learning disability services to offer more creative, community based options; extend the use of direct payments to give more choice and control etc.</p> <p>However, the ‘easy wins’ to deliver efficiencies have long since been implemented. With the need to save a further £12.3m in 2020/21, it is acknowledged that whilst actions are in place to mitigate and minimise negative impacts it will be difficult to do so in all cases. For example:</p>	

	<ul style="list-style-type: none"> • Decisions around placements may mean people needing residential and nursing care, are offered settings at a distance from their family. • Tough conversations with people, their families and carers about what ASC can do and what they need to do. • Increasing demands upon the voluntary, community and faith sector to support people in the community. • Quality assurance and safeguarding issues around the care provided by family, friends and community networks. • Carers may feel obliged to take on more of a caring role and anxious about change. <p>ASC is absolutely committed to providing a consistent and good quality service where it is needed most, but also has to do so within the financial and other resources available to the Council.</p>
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6a. Version Control

Version Number	Purpose/Change	Author	Date
v1	Initial draft	Kathryn Pyper	22 November 2019
v2	Incorporate data, and HR input	Kathryn Pyper	13 December 2019
v3	Incorporate feedback from Finance and ASC Directorate Equality Group	Kathryn Pyper	19 December 2019
v4	Signed-off by Executive Director	Kathryn Pyper	7 January 2020

6b. Approval

	Name	Date approved
	Simon White, Executive Director, Adult Social Care	7 January 2019
	Sinead Mooney, Cabinet Member for Adult Social Care	
	ASC Directorate Equality Group	16 December 2019

EIA Author	Kathryn Pyper
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6c. EIA Team

Name	Job Title	Organisation	Team Role
Kathryn Pyper	Senior Programme Manager	Adult Social Care	Equalities and diversity lead for Adult Social Care
Hannah Dwight	HR Business Partner	Surrey County Council	HR&OD
Veronica Bezear	Information Analyst	Adult Social Care	Information Analyst
Wil House	Strategic Finance Business Partner for ASC	Adult Social Care	Finance lead

If you would like this information in large print, Braille, on CD or in another language please contact us on:

Tel: 03456 009 009

Textphone (via Text Relay): 18001 03456 009 009

SMS: 07860 053 465

Email: contactcentre@surreycc.gov.uk



Equality Impact Assessment (EIA)

1. Topic of assessment

EIA title	Making Surrey Safer – Our Plans for 2020 - 2023
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EIA author	Sally Wilson
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2. Approval

	Name	Date approved
Approved by		

3. Quality control

Version number		EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title	Organisation	Team role
Sally Wilson		Surrey Fire and Rescue Service	Lead
Owen Wilson	Equality, Diversity and Inclusion Officer	Surrey Fire and Rescue Service	Data analysis/ compilation

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?

All Fire and Rescue Authorities are required to produce an Integrated Risk Management Plan (IRMP) which considers all of the fire and rescue risks that could affect our communities.

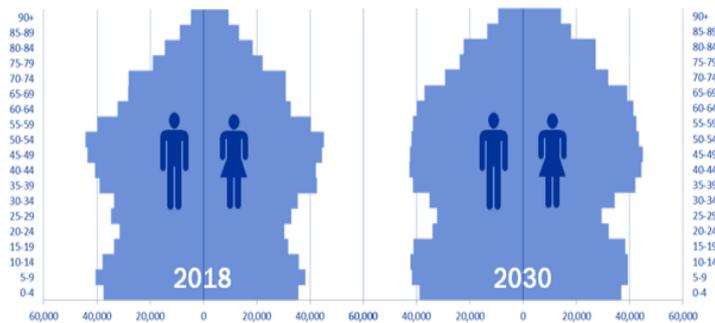
The vision of Surrey Fire and Rescue Service (SFRS) is to make Surrey a safer place to live, work, travel and do business. To achieve this in an ever changing environment, we need to reimagine our service and innovate. This means thinking differently about how we deliver our prevention, protection and response activities and finding better ways of working with partners, residents and businesses. The detail of how we intend to do this is set out in Making Surrey Safer – Our Plan 2020-2023 (“Our Plan”), our new IRMP.

Population Snapshot

As people are living longer, the age profile of the population will alter. There will be an increase in the proportion of people aged over 60 and aged over 85.

Surrey’s population in 2030

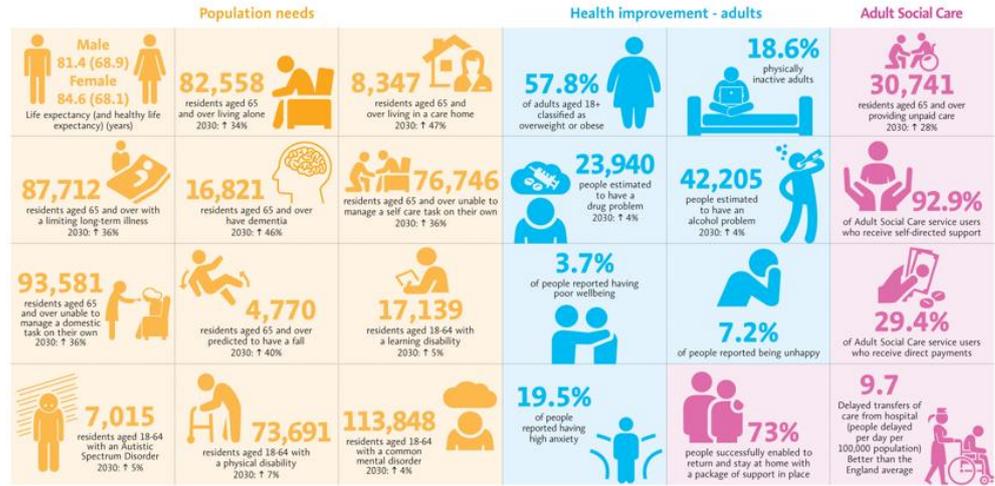
- The latest data shows Surrey’s population is growing rapidly, with more people living longer, consistently high birth rates and high migration levels. For instance, by 2030, over 22% of Surrey residents will be aged 65 and over (compared to 19% in 2018).
- Organisations need to continue adapting to keep pace with the changing and increasingly divergent needs, expectations and aspirations of the population. This includes increasing numbers of older people with more complex care needs and growing numbers of children and young people.



Notes:

- All data is latest available from sources such as Joint Strategic Needs Assessment, Surrey County Council publications and central government datasets
- Benchmarking used to show where Surrey stands out compared to local authority peers, regional and/or national averages

Growing older in Surrey



What proposals are you assessing?

Our Plan makes the following proposals:

- To spend more time on community and business safety prevention and protection activities to reduce the likelihood of emergencies. This means educating people and businesses about the risks of fire and other emergencies, and how to prevent them. This will realign our resources to meet the risk in Surrey and this will ensure that we deliver public value.
- To increase availability of crews at Haslemere and Walton over during weekends, during the days, which will improve our resilience for specific risks including water and wildfire.
- To maintain the number of fire stations in Surrey and change how some of them are crewed. Changes are proposed in the Banstead, Camberley, Egham, Fordbridge, Guildford, Painshill and Woking areas. Camberley, Fordbridge, Guildford and Woking will have one frontline appliance immediately available fire engine available of a night, rather than two. There will be no dedicated night time response cover for Egham, Banstead and Painshill. Night time cover at these locations would come from neighbouring fire stations. The response for the first appliance, would continue, on average, to be less than 10 minutes.
- To increase the number of On Call firefighters in Surrey. We will do this by improving the attractiveness of the role and by increasing the area we can recruit from. This will further improve our availability to respond.
- To charge for some incidents we attend such as false reports of fire (hoax calls and automatic false alarms) and animal rescues so that we can recover our costs. Wherever possible, we will work with partners, business and animal owners (in particular farmers), to avoid the need to respond to these types of incidents in the first place - handing them over to the responsible person(s). This will avoid the need for a charge to be made.

7

Who is affected by the proposals outlined above?

- All communities in Surrey
- Visitors to the county
- Surrey Fire and Rescue members of staff
- Fire Authority Members
- Surrey Local Authorities and other Emergency Services we work with

6. Sources of information

Engagement carried out

Direct contact:

- 37 face to face briefings offered to all SFRS staff at fire stations were attended by 371 members of staff.
- Briefing for SCC Chairman's Group meeting
- Presentations/ briefings for Elmbridge, Mole Valley and Reigate & Banstead informal local committees
- Presentation at Surrey Police Independent Advisory Group meeting
- Member workshop
- Briefing and Q&A for the Vision Action Group
- Briefing and Q&A for Long Term Neurological Conditions Community Group
- Briefing and Q&A for the East Disability Empowerment Network
- Briefing and Q&A for the Haslemere Lunch Club
- Information shared (by email) with all members of the Surrey Equality Group, Faith Groups, Surrey Minority Ethnic Forum and Sight for Surrey
- Information shared by Catalyst (drug and alcohol service)
- Information shared by Surrey Youth Cabinet (via social media)
- Regular member briefings and FAQs
- Emails to staff.

Print:

- Full and summary versions of the draft plan and questionnaires distributed to libraries, district and borough offices, SCC's contact centre and members of the public (on request).
- Emails to approximately 200 stakeholders, including other emergency services (e.g. Police, NHS, Ambulance and other fire and rescue services), Surrey MPs, borough and county councillors, district and borough council leaders & chief executives, parish councils, business groups, Surrey Coalition of Disabled People members and other partners.
- Posters issued to fire stations, libraries, district and boroughs, colleges, community centres, churches, resident associations and parish councils.
- Postcards issued to libraries and district and boroughs

- Roadside banners at Reigate, Guildford, Camberley, Woking, Walton, Painshill, Sunbury and Egham fire stations
- Articles in newsletters including Surrey Matters, e-brief, Issues Monitor and Communicate.
- Newspaper advertising
- Media –the proposals featured in many items of media during the consultation period, including BBC Surrey radio, Eagle Radio, the Surrey Advertiser and the Herald series. Media work included media releases, a video and radio interviews.

Online:

- Standard and accessible formats (easy read, audio, screen reader and large print from May 2019) of the draft plan/summary document
- On-line consultation survey
- Regular social media promotion on SFRS Twitter and Facebook and SCC Surrey Matters account
- Online advertising, Facebook promoted posts and messenger scrolling text banner.

Data used

The following are some examples of the data we have used to support this work to date.

- Fatal Fires Report
- Surrey-i
- Community Risk Profile – Understanding the risks we face is a key part of our decision making process. It forms our planning for how and where we should use our resources to reduce the occurrence and impact of emergency incidents across Surrey. Our [Community Risk Profile](#) document has been developed setting out how the Service works to address risk in Surrey and to achieve the proposals set out in our Plan.
- SFRS local intelligence data
- Office of National Statistics (ONS) data
- Neighbourhood data

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

This EIA focusses on the overall impact of the Making Surrey Safer – Our Plan 2020-2023.

Impacts may come from changes to both the community safety offer and the change to response times. There are potential impacts from the changes to fire and rescue cover at the stations of Banstead, Camberley, Dunsfold, Egham, Fordbridge, Gomshall, Haslemere, Guildford, Painshill, Walton and Woking. In some areas, response times are predicted to increase, and so it will take longer on average for an appliance to arrive at an incident. In other areas, response times are predicted to decrease, so on average the first appliance will arrive sooner than under the current

system. Appendix K2 - C provides the response time data for each Borough/District, and is summarised in the following section.

A change in the way that community and business safety activities are delivered may have positive impacts to certain groups. For example the plan is to increase Safe and Well Visits from approximately 4,500 in 2018 to 20,000 by 2021. Targeted visits could have an overall positive impact for groups at risk of fire, including the elderly and people with disabilities.

The proposals within Making Surrey Safer – Our Plan 2020-2023 set out similar provision for fire and rescue cover at each of the stations as they have now, with the same amount of fire engines at the same locations. The primary difference would be the way in which they are crewed.

Changes to crewing patterns from 'days and nights' to 'days only' will have an impact on staff. There may be positive and/or negative impacts to individuals depending on their personal circumstances. Patterns in terms of impacts to groups with shared protected characteristics will be assessed by an EIA specific to the changes in crewing patterns, using internal data regarding the specific staff at each station.

No specific issue has been identified at this stage, however there is potential for disproportionate impact to staff with caring responsibilities who are based at stations where day crewing will be implemented. This needs to be analysed in the EIA(s) for the crewing system once these are known and will then be addressed accordingly.

To understand the impact that the proposed changes to crewing patterns will have on the communities that they serve, response times have been analysed. The detail for the choice of data sets used, the different response times in the scenario proposed in the Plan, and supporting data, are contained in Appendix K2 - C.

Summary of potential changes to response:

- Daytime response times on a weekday – no change.
- Daytime response times on a weekend - on average a first appliance will arrive at a critical incident 12 seconds sooner under the Plan.
- Night time response cover - on average a first appliance will arrive at a critical incident 38 seconds later under the Plan.
- Average response times – on average a first appliance will arrive at a critical incident 12 seconds later under the Plan, up from 07:22 minutes to 07:34 minutes.

The proposed changes to response times per Borough/District are captured in Appendix K2 - C.

Where response times are reduced there is potential for a positive impact on all areas of the community, as at times of emergency the public would receive a more rapid response than the current response. In the proposed scenario, these improved times are found, for the most part, on weekend days resulting from changes in fire and rescue cover at Walton and Haslemere.

Where response times are increased, there is potential for a negative impact on all areas of the community, as at times of emergency the public will have to wait longer for a fire appliance than the current response. There is evidence to suggest that the people most vulnerable to these outcomes are disproportionately likely to come from certain protected characteristics, the elderly and people with disabilities in particular. In the proposed scenario, these increased times are found, for the most part, at night, resulting from changes to night-time cover at Banstead, Camberley, Egham, Fordbridge, Guildford, Painshill and Woking.

The impacts on equalities in regards to people from specific protected characteristics are captured in Section 7a. The Action Plan in Section 9 sets out the mitigating actions to compensate for the potential negative impacts. Our Plan sets out an uplift in business and community safety activity

and over a number of years such activity has been shown to drive down the likelihood of incidents occurring in the first place.

Following the public consultation period, comments were reviewed and compared against the original findings in this EIA. Potential impacts were identified and the EIA was updated where appropriate.

Perceived impacts are:

- Potential cost recovery for animal rescue. This issue was analysed and no evidence was available that indicated a disproportionate impact to any particular group with a specific protected characteristic.
- Risk to residents in high rise accommodation. This issue was analysed and no evidence was available that indicated a disproportionate impact to any particular group with a specific protected characteristic.
- The risk to students in tertiary education in the event of a fire. This issue was analysed and potential impacts were identified, the findings of which are included in section 7a and 9. Mitigating factors have been considered and will be implemented as detailed in section 9.
- The impact on the elderly and vulnerable from reductions in night time fire and rescue cover. This issue had already been covered, but sections 7a and 9 have been updated to acknowledge concerns regarding the trend in more people aged 65 or older living alone with reduced ability to undertake domestic or self-care tasks. Mitigating factors have been considered and will be implemented as detailed in section 9.
- The impact on the ability of Surrey Fire and Rescue Service to respond to water rescue and flooding incidents as a result of changes to crewing patterns. Evidence suggests that males aged 15 to 29 and 45 to 59 are disproportionately likely to suffer death in water related incidents. The majority of these incidents (70%) took place during the day where proposed changes to fire and rescue cover wouldn't have a direct impact. Investing in prevention and educational activities has the potential to reduce these incidents, so may have a particular positive impact on males in these age groups.
- The impact on the ability of Surrey Fire and Rescue Service to respond to air accidents. This issue was analysed and no evidence was available that indicated a disproportionate impact to any particular group with a specific protected characteristic.
- The impact to residents of office to residential conversions in the event of a fire. This issue was analysed and no evidence was available that indicates a disproportionate impact to any particular group with a specific protected characteristic.

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

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Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>The proposed Lifelong Learning programme will help to identify what community safety provision is most valuable for people in different age groups. The plan is to ensure that safety messages are delivered to residents at all stages of their lives in Surrey, to build communities resilient to fire and other emergencies.</p> <p>Increased, targeted use of our Safe and Well Visit programme should allow us to reduce the risk to vulnerable people in higher risk age groups. A focus on campaigns for older people will allow us to target those most at risk. An uplift in visits from 4,500 to 20,000 by 2021 will significantly increase our capacity.</p> <p>Increased use of wider community safety initiatives may be used to target accident prevention work to at risk groups. For example the Safe Drive Stay Alive programme has delivered road safety awareness</p>	<p>An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact on the elderly given their vulnerability statistically to be injured or killed in fires. Furthermore, forecasts suggest that the number of people aged 65 and older who live alone, have dementia, are unable to perform self-care tasks, or are unable to perform domestic tasks will increase. These people are likely to be more vulnerable to fire in the home.</p> <p>Increase in response times to road traffic collisions may hamper our ability to provide emergency first aid and extricate casualties as quickly as we can under the current resourcing model. This may have a greater impact on young people, as they are disproportionately likely to be involved in road collisions, are disproportionately likely to be</p>	<p>A study by Arch and Thurston into Cheshire Fire and Rescue Service shows that in the period 2002-12 community fire safety provision was statistically correlated with a reduction in accidental dwelling fires (ADFs). Analysis on Surrey data in the period 2006 to 2017 indicates a correlation between the number of Safe and Well Visits and a decrease in dwelling fires in Surrey (see Appendix K2 - D).</p> <p>In England as a whole, research has demonstrated that older people, people with disabilities, those living in single parent households, males aged 46-60 who live alone and drink and smoke in the home, and young people aged 16-24 (including students) are at a greater risk of dying in fires. Those aged 80 and over have a higher fire-related fatality rate, accounting for 5 per cent of the population but 20 per cent of all fire-related fatalities in 2016/17.</p> <p><u>People aged 65+</u> Internal data shows that in Surrey, in the years 2009-18, 45% of fire fatalities fell into the age group 70+, although they only represented 14% of the population.</p> <p>Data from the community risk profile suggests that by 2030 the number of people aged 65 and older living alone will have increased by 34%. The number of people aged 65 and older with dementia will have increased by 46%. The number of people aged 65 and older unable to perform a self-care task or domestic task will have increased by 36%.</p>



	<p>to approximately 13,500 young people in 2018.</p> <p>Data shows that in Surrey in the years 2015-2018, people in the age groups 15-29 and 45-59 account for 60% of all deaths in water to which SFRS responded. An increase in community engagement and educational work through an expanded community safety programme may serve to reduce incidence of water rescue and fatality to these vulnerable groups.</p> <p>Safe and Well Visits look at all elements of a family's lifestyle and circumstances. They offer meaningful advice and interventions to help ensure that families not only stay safe in their homes but get wider support in their community. An uplift in these visits could mean more families can be better protected.</p>	<p>killed or seriously injured in road collisions, and are likely to be involved in road collisions at night where fire and rescue cover will be reduced.</p> <p>Students have been shown to be at a greater risk from fire. Large concentrations of young people, including students, are resident in Runnymede and Guildford due in part to the presence of tertiary education establishments. These boroughs are predicted to have longer average response times under the proposed plans.</p> <p>S11 Children Act 2004 imposes a duty to ensure that decisions affecting children have regard to the need to safeguard them and protect their welfare. An increase in response times in certain areas at certain times through changes in fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact for families with children in areas where cover will be reduced at night.</p>	<p>Young People Young drivers (aged 17-24) are known to be in the highest risk group for road traffic collisions. Department of Transport Data shows that in 2013 in Great Britain, drivers in this age group accounted for 5% of miles travelled but 18% of reported road traffic collisions.</p> <p>The road safety charity, Brake, highlight that in the UK, male drivers aged 17-20 are seven times more likely to crash than all male drivers, but between the hours of 2am and 5am their risk is 17 times higher (2005 data). This may not reflect the situation in Surrey.</p> <p>Data from Surrey County Council's Travel and Transport Group shows that in the years 2004 to 2016, 25% of all people killed or seriously injured in road traffic collisions were aged 17-24. This age group only makes up 11% of the driving age population (17+). Data from RoSPA and the Water Incident Database shows that in England in the period 2015 – 2018, males accounted for 83.7% of all naturally occurring or accidental deaths in water. Of these, 51.4% were males in the 15-29 and 45-69 age brackets. Internal data shows that in Surrey in the years 2015-2018, 60% of all deaths in water to which SFRS responded were in the age groups 15-29 and 45-59. 70% of these incidents occurred in the hours of 07:00 to 19:00. 75% of these incidents occurred on a week day, and 25% on a weekend day.</p> <p>Surrey picture of the population There are estimated to be 72,900 children aged under 5 in Surrey (6.2% of the population). Elmbridge (7.4%) and Woking (7.2%) have the highest proportion of under 5s and Mole Valley the lowest (5.3%).</p> <p>There are estimated to be 169,500 children aged 5-16</p>
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			<p>(14.5% of the population). Elmbridge has the highest proportion of children (16.3%) and Runnymede the lowest (12.5%).</p> <p>There are estimated to be 104,400 people aged 17-24 making up almost a tenth of the population (8.9%). Runnymede (14.0%) and Guildford (13.8%) have the highest percentage due to the universities situated in these boroughs, and Elmbridge the lowest (6.5%).</p> <p>There are estimated to be 605,300 people aged 25-64 making up just over half of the population (51.8%). Woking has the highest percentage (54.0%) and Waverley the lowest (48.9%).</p> <p>There are estimated to be 216,700 older people aged 65+, making up just under one in five (18.5%) of the population. Mole Valley has the highest proportion of older people (22.8%) and Guildford the lowest (16.3%).</p> <p>Appendix K2 - B1 provides a breakdown of age groups per Borough/District.</p>
<p>Disability</p>	<p>Increased, targeted use of our Safe and Well Visit programme should allow us to reduce the risk to vulnerable people with disabilities.</p> <p>An uplift in visits from 4,500 to 20,000 by 2021 will significantly increase our capacity.</p> <p>Increased use of wider community safety initiatives may be used to target accident</p>	<p>An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact on those with mobility or mental health issues given their vulnerability statistically to be injured or killed in fire, and on people with mobility issues given that they may have greater difficulty escaping a fire.</p>	<p><u>Census 2011</u> In 2011, 13.5% of residents in Surrey reported a health problem, with 7.8% limited a little and 5.7% limited a lot. The overall proportion reporting a health problem was unchanged from 2001.</p> <p>The proportion of the Surrey population reporting a health problem is highest in Spelthorne (14.9%) and lowest in Elmbridge (12.1%). Fewer Surrey residents reported a health problem than the national average. In England as a whole 17.6% reported a health problem with 9.3% limited a little and 8.3% limited a lot.</p> <p><u>Disability and Mobility:</u></p>

	<p>prevention work to at risk groups.</p>	<p>Between April 2006 and March 2012, of the 16 people who died in a fire in Surrey, 7 (45%) were known to have mobility issues that affected their ability to escape the fire. All the people who were asleep at the time of the fire had additional underlying issues of restricted mobility, mental health and/or alcohol misuse. (CRP 2013/14)</p> <p><u>Mental Health:</u> The fatal fires analysis highlights mental health issues as a contributory factor to accidental dwelling fire deaths.</p> <p>9 of the 18 people who died in fires outside the home between April 2006 and March 2016 were suffering from mental health issues.</p> <p>The numbers of people with alcohol and drug dependencies are also forecast to rise by 4% by 2030.</p> <p><u>Race and ethnicity:</u> Differences in the levels of mental well-being and prevalence of mental disorders are influenced by a complex combination of socio-economic factors, racism, diagnostic bias and cultural and ethnic differences and are reflected in how mental health and mental distress are presented, perceived and interpreted.</p> <p><u>Gender:</u> Gender impacts significantly on risk and protective factors for mental health and expression of the experience of mental distress. Neurotic disorders including depression, anxiety, attempted suicide and self-harm are more prevalent in women than men, while suicide, drug and alcohol abuse, anti-social personality disorder, crime and violence are more prevalent among men. Gay, lesbian, bisexual and gender reassignment people are at increased risk for some mental health problems –</p>
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			<p>notably anxiety, depression, self-harm and substance misuse – and more likely to report psychological distress than their heterosexual counterparts.</p> <p><u>Smoking (and Mental Health):</u> Surrey’s Joint Strategic Needs Assessment (JSNA) also identifies that mental health service users exhibit rates of smoking at least twice that found among the general population. Between April 2006 and March 2016, in 35% of the accidental fatal dwelling fires, smoking materials was the primary cause of the fires.</p> <p>Appendix K2 provides a breakdown of B2 Long term illness or disability per Borough/District</p>
<p>Gender reassignment</p>	<p>There is no indication that there will be a significant impact on people with this protected characteristic.</p>	<p>There is no indication that there will be a significant impact on people with this protected characteristic</p>	<p>Data on gender reassignment across the county is limited. The Office of National Statistics have identified the need for this data to inform further policy making decisions.</p>
<p>Pregnancy and maternity</p>	<p>The proposed Lifelong Learning programme will help to identify what community safety provision is most valuable for people in different age groups. The plan is to ensure that safety messages are delivered to residents at all stages of their lives in Surrey, to build communities resilient to fire and other emergencies.</p>	<p>An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This could have a greater impact for people generally in areas where cover will be reduced.</p>	<p>Expectant and new mothers could potentially be more at risk when escaping from a fire, as emergency evacuation may be difficult due to reduced agility, dexterity, co-ordination, speed, reach and balance. Mothers will also face the additional difficulty of evacuating babies and/or young children. Further research needs to be done to establish a link between pregnancy/maternity and risk from fire and other emergencies.</p>
<p>Race</p>	<p>Increased, targeted use of our Safe and Well Visit programme and business fire safety auditing should allow us to reduce the risk to residents and businesses from all groups. Community</p>	<p>There is no indication that there will be a significant impact on people with this protected characteristic</p>	<p><i>The breakdown of racial/ethnic groups by Borough/District can be found in the appendices (A and B3) to this document, and are taken from Surrey-i – 2011 census data.</i></p>



	<p>outreach programmes will assist in ensuring that people who have English as a second language will receive appropriate fire safety provision.</p>		<p>In some areas there are populations of people from certain ethnic backgrounds notably larger than the Surrey average (mean). Elmbridge, Reigate and Banstead, Runnymede, Spelthorne and Woking are all cases in point. Of these, Runnymede is facing the biggest impact to response times under the proposed changes. It could be argued that the Indian community are disproportionately affected by the changes to response times, as the Indian population in Runnymede is 39% higher than the Surrey average. However there is no evidence to suggest that people from an Indian background in Runnymede will be disproportionately affected compared to the community of Runnymede as a whole. Furthermore Runnymede will retain a response time within the target of 10 minutes and quicker than the Surrey mean.</p>
<p>Religion and belief</p>	<p>Increased, targeted use of our Safe and Well Visit programme and business fire safety auditing should allow us to reduce the risk to residents and businesses from all groups. Community outreach programmes will assist in ensuring that fire safety activities will take place in places of religious worship in order to reach a large audience.</p>	<p>There is no indication that there will be a significant impact on people with this protected characteristic.</p>	<p><i>The breakdown of religious groups by Borough/District can be found in the appendices (A and B4) to this document, and are taken from Surrey-i – 2011 census data.</i></p> <p>In certain areas there are populations of people from certain religions notably larger than the Surrey mean. Epsom and Ewell, Spelthorne and Woking are all cases in point. All of these boroughs will retain a response time within the target of 10 minutes and quicker than the Surrey mean, so it cannot be clearly argued that people from any particular religion will be disproportionately impacted by changes to fire and rescue cover.</p>
<p>Sex</p>	<p>In Surrey in the years 2015-2018 85% of FRS incidents involving fatalities in water the casualties were males. An increase in community engagement and educational work through an expanded</p>	<p>There is no indication that there will be a significant impact on people with this protected characteristic</p>	<p>Surrey's population, according to the ONS's estimates for 2017 is 50.9% female and 49.1% male in all age groups as a whole. Guildford Borough has the most statistically balance population, with 50% male and female, and Elmbridge Borough the least balanced, with 51.6% female and 48.4% male. Further information is available in Appendix K2 - B5.</p>

	<p>community safety programme may serve to reduce incidence of water rescue and fatality to this vulnerable group.</p>		<p>Data from RoSPA and the Water Incident Database shows that in England in the period 2015 – 2018, males accounted for 83.7% of all naturally occurring or accidental deaths in water. Internal data shows that in Surrey in the years 2015-2018, 85% of water related fatalities that SFRS responded to were males. 70% of these incidents occurred in the hours of 07:00 to 19:00. 75% of these incidents occurred on a week day, and 25% on a weekend day.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 181</p> <p style="text-align: center;">Sexual orientation</p>	<p>There is no indication that there will be a significant impact on people with this protected characteristic</p>	<p>There is no indication that there will be a significant impact on people with this protected characteristic</p>	<p>Data on sexual orientation across the county is limited. ONS estimates are by County and are not broken down into Borough so do not contain the detail necessary for analysis. Estimates suggest that in 2013-15 97.3 % of the Surrey population was heterosexual, 0.7% gay or lesbian, 0.3% bisexual, 0.3% other and 5.1% don't know or refuse to comment. This is broadly in line with National estimates. There is a slightly higher estimated percentage of heterosexual individuals compared to the National average (93.5%) a slightly lower estimated percentage of gay or lesbian (1.2% Nationally), a lower estimated percentage of bisexual (0.6 Nationally), a lower estimated percentage of "other" (0.4 Nationally) and a higher estimated percentage of those who didn't know or preferred not to comment (4.4 Nationally).</p> <p>There is no strong evidence to suggest that people of any particular sexual orientation may be at a higher risk of injury from fire or other FRS-relevant incidents.</p>
<p style="text-align: center;">Marriage and civil partnerships</p>	<p>There is no indication that there will be a significant impact on people with this protected characteristic</p>	<p>There is no indication that there will be a significant impact on people with this protected characteristic</p>	<p>People who live alone, rather than those who live with partners, are at higher risk of accidental fires.</p> <p>The largest change (in the number of people living alone by age group, 2005 – 2015) is in the 45 to 64 age group, where the number of people living alone increased by 23% between 2005 and 2015, a statistically significant change. This is partly due to the increasing population aged 45 to 64 in the UK over this period, as the 1960s baby boom</p>



			<p>generation have been reaching this age group. The increase could also be due to a rise in the proportion of the population aged 45 to 64 who are divorced or never married.</p> <p>Appendix K2 - B6 provides a breakdown of marital status by Borough/District.</p>
<p>Carers (protected by association)</p>	<p>Increased, targeted use of our Safe and Well Visit programme should allow us to reduce the risk to vulnerable people in higher risk groups. Improved fire safety in these homes may help protect carers by association.</p>	<p>An increase in response times in certain areas at certain times through changes to fire and rescue cover may mean greater risk to life and serious injury. This is likely to have a greater impact on elderly and disabled residents. Their carers may be impacted by association, but there is no clear evidence for this.</p>	<p>There is no clear evidence available to correlate adverse impact to carers with changes to fire and rescue response times.</p>

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>An increase in dedicated fire safety roles may provide opportunities for firefighters for whom the fitness requirements of an operational role can become progressively more challenging.</p>	<p>No specific issue has been identified at this stage</p>	<p>A 1990 study by Rogers et al found that, from the age of 30, VO2 max (VO2 max measures the optimum rate at which heart, lungs and muscles can effectively use oxygen during exercise) declines by 12% per decade. VO2 max is used as a factor in determining firefighter fitness.</p> <p>Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.</p>

Disability	An increase in dedicated fire safety roles may provide opportunities for firefighters who develop disabilities that prohibit an operational role, such as reduced mobility.	No specific issue has been identified at this stage	Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.
Gender reassignment		No specific issue has been identified at this stage	Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.
Pregnancy and maternity		No specific issue has been identified at this stage	Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.
Race		No specific issue has been identified at this stage	Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.
Religion and belief		No specific issue has been identified at this stage	Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.
Sex		No specific issue has been identified at this stage	Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.
Sexual orientation		No specific issue has been identified at this stage	<p>Data on the profile of the Service according to sexual orientation is not mandatory for employees to declare, and to date responses have been at low levels. This leaves the Service with limited data on the number of LGBT employees in Service. Therefore it is not possible to tell whether members of a particular sexual orientation are impacted positively or negatively, for example therefore suffer an indirect impact through the service restructure. Efforts will be undertaken to capture better staff demographic data in order to better understand impacts in future. Positive action could be taken to mitigate any adverse risk.</p> <p>On a national level data from the Fire & Rescue Service Equality and Diversity Strategy 2008 – 2018 demonstrates that there is recognition that the number of gay, lesbian and bisexual Fire & Rescue Service employees who feel</p>





			able to be open about their sexuality at work is less than 10 per cent of the national average. Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.
Marriage and civil partnerships		No specific issue has been identified at this stage	Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.
Carers (protected by association)	No specific benefit has been identified at this stage, however there is potential for flexible working to have a positive impact to staff with caring responsibilities who are based at stations where day crewing will be implemented. This needs to be analysed in the individual EIAs for each region/station affected.	No specific issue has been identified at this stage, however there is potential for disproportionate impact to staff with caring responsibilities who are based at stations where day crewing will be implemented. This needs to be analysed in the individual EIAs for each crewing system once these are known.	Any change to the duty system will incorporate a dedicated Equality Impact Assessment which will assess the impacts on staff with this protected characteristic.

8. Amendments to the proposals

Change	Reason for change

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
An increase in targeted fire safety provision should reduce the risk to the most people most vulnerable to fire, which includes the elderly and people with restricted mobility, sensory impairments and mental health issues	Targeted campaigns in coordination with community engagement programmes will assist in delivering fire safety provision to people most vulnerable from fire and other emergencies.	Frequency based on risk analysis and Person Centred Approach	Andrew Treasure
The increase in response times through changes to fire and rescue cover at several fire stations may mean greater risk to life and serious injury. This could have a greater impact on the following groups: <ul style="list-style-type: none"> the elderly given their vulnerability statistically to be injured or killed in fires, and on the elderly and parents with young children given that they may have greater difficulty escaping a fire. those with mobility or mental health issues given their vulnerability statistically to be injured or killed in fire, and on the disabled given that they may have greater difficulty escaping a fire. On Carers and the children or adults they 	<p>Additional investment will be allocated to fire safety provision. Prevention work will continue across the County, e.g. Safe and Well Visits (SAWVs), in order to inform and educate the public about reducing the risk of fire and other emergencies. Individuals at greatest risk, such as the elderly and people with mobility issues will be targeted to improve equality of opportunity in fire safety provision. The number of SAWVs is proposed to increase from 4,500 in 2018 to 20,000 by 2021.</p> <p>A key priority for Surrey County Council is to support people to live at home for longer. Telecare is the name given to the range of sensors which link with the traditional community or lifeline alarms. Telecare equipment ranges from pendants that can be worn to smoke and carbon monoxide detectors, and bed and falls sensors for those with mobility</p>	<p>Increases on an annual basis</p> <p>Increases in partnerships on an annual basis</p>	<p>Andrew Treasure</p> <p>Andrew Treasure</p>

<p>General impacts to people of different protected groups may not be immediately evident from existing analysis.</p>	<p>Robust equality monitoring during the consultation process may reveal patterns in views relevant to protected groups.</p>	<p>End of September 2019</p>	<p>Sarah Kershaw</p>
<p>Temporal fire patterns within Surrey, and specifically in the areas most directly affected by the proposed changes, need to be analysed to assess the potential impact on different groups.</p>	<p>Negative impacts may be mitigated by an increase of targeted fire safety provision, but the overall effect of such mitigation should be assessed. SAWVs will increase from 4,500 to 20,000 by 2021.</p>	<p>Increases on an annual basis</p>	<p>Andrew Treasure</p>

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
No impact has been identified for which measures cannot be taken in an attempt at mitigation. However the anticipated positive impacts of mitigation will be monitored using evaluative performance measures to assess effectiveness.	

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Full public consultation was undertaken and responses considered in regard to potential impacts. The findings of the consultation process can be found at:</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Increased business and community safety provision will benefit all sectors of our community, and there will be an increased focus on fire safety for people who are most vulnerable, which includes people 65 and older and people with disabilities. Increases in response times might impact young drivers and older people.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>The content of the EIA, and the impacts identified, have been considered along with feedback from the consultation when developing the final plan. No substantive changes have been made to the initial proposals. However there are clear actions that we can take to mitigate the impact set out here whilst still delivering the plan.</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Business and community safety work will see a significant increase across the County, including all areas which are being affected by a change in fire and rescue cover. Work will look into focussing on people and communities most vulnerable to fire and other emergencies and those who have had lower than average levels of fire safety engagement.</p>
<p>Potential negative impacts that cannot be mitigated</p>	

Appendix A

Summary of protected characteristics in Borough/Districts potentially directly affected by proposed changes to fire and rescue cover.

Data from Surrey-i.

Percentages are given to 3 significant figures.

A more detailed breakdown of data by Borough/District and protected characteristic can be found in Appendix B.

In any group where representation was 25% or more above the Surrey average (mean), mention has been given to this group in this summary. In the tables in Appendix B, these figures are highlighted in yellow. Although seemingly arbitrary, this figure allowed a consistent methodology to be applied to all groups within each protected characteristic for which we have data. The figure of 25% highlighted areas that had a greater representation of people from certain characteristics than the Surrey mean. A number much lower than 25% would provide too many examples for meaningful analysis, and a number much higher would provide too few examples, so 25% was chosen as the threshold.

No data is available for the protected characteristics of gender reassignment, pregnancy and maternity, sexual orientation or carers (protected by association).

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Borough/District	Summary of specific demographics in Borough.
Elmbridge	Analysis of Surrey-i data shows no group with protected characteristics for which we have data with a population 25% or greater than the mean.
Epsom and Ewell	2011 data show Epsom and Ewell having a population of people from the ethnic group "Asian/Asian British: Indian" as 33.3% above the Surrey mean (2.4% and 1.8% respectively). The same data show people from the ethnic group "All Black/African/Caribbean/Black British ethnic groups" as 36% above the Surrey mean (1.5% and 1.1% respectively). No other ethnic group show a population 25% or higher than the mean. 2011 data show Epsom and Ewell having a population of people from the Hindu religion as 92% above the Surrey mean (2.5% and 1.3% respectively). The same data show a population of people from the Muslim religion as 36% above the Surrey mean (3% and 2.2% respectively). No other religious group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean.
Guildford	2017 age group estimates show Guildford having a population in the 15-30 age range as 44.4% above the Surrey mean (24.1% and 16.7% respectively). No other age group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean.
Mole Valley	Analysis of Surrey-i data shows no group with protected characteristics for which we have data with a population 25% or greater than the mean.

Reigate and Banstead	2011 data show Reigate and Banstead having a population of people from the ethnic group "All Black/African/Caribbean/Black British ethnic groups" as 43.2% above the Surrey mean (1.57% and 1.10% respectively). No other ethnic group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean.
Runnymede	2017 age group estimates show Runnymede having a population in the 15-30 age range as 41.7% above the Surrey mean (23.6% and 16.7% respectively). No other age group show a population 25% or higher than the mean. 2011 data show Runnymede having a population of people from the ethnic group "Asian/Asian British: Indian" as 40.6% above the Surrey mean (2.51% and 1.79% respectively). No other ethnic group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean.
Spelthorne	2011 data show Spelthorne having a population of people from the ethnic group "Asian/Asian British: Indian" as 135% above the Surrey mean (4.20% and 1.79% respectively), the same data show people from the ethnic group "All Black/African/Caribbean/Black British ethnic groups" as 47.2% above the Surrey mean (1.62% and 1.10% respectively). No other ethnic group show a population 25% or higher than the mean. 2011 data show Spelthorne having a population of people from the Hindu religion as 83.9% above the Surrey mean (2.44% and 1.33% respectively). No other religious group show a population 25% or higher than the mean. Internal data show Spelthorne having a population of people classed as vulnerable to fire as 36% above the Surrey mean (0.079% and 0.058% respectively). No other group within other protected characteristics for which we have data show a population 25% or greater than the mean.
Surrey Heath	Analysis of Surrey-i data shows no group with protected characteristics for which we have data with a population 25% or greater than the mean.
Tandridge	Internal data show Tandridge having a population of people classed as vulnerable to fire as 34% above the Surrey mean (0.078% and 0.058% respectively). No other group within other protected characteristics for which we have data show a population 25% or greater than the mean.
Waverley	Analysis of Surrey-i data shows no group with protected characteristics for which we have data with a population 25% or greater than the mean.
Woking	2011 data show Woking having a population of people from the ethnic group "Asian/Asian British: Indian" as 31.4% above the Surrey mean (2.35% and 1.79% respectively). The same data show people from the ethnic group "Asian/Asian British: Pakistani" as 500% above the Surrey mean (5.73% and 0.96% respectively). The same data show people from the ethnic group "All Black/African/Caribbean/Black British ethnic groups" as 27% above the Surrey mean (1.39% and 1.10% respectively). No other ethnic group show a population 25% or higher than the mean. 2011 data show Woking having a population of people from the Hindu religion as 48.4% above the Surrey mean (1.97% and 1.33% respectively). The same data show a population of people from the Muslim religion as 243% above the Surrey mean (7.38% and 2.15% respectively). No other religious group show a population 25% or higher than the mean. No other group within other protected characteristics for which we have data show a population 25% or greater than the mean.

Appendix B

Population information by protected characteristic by Surrey Borough/Districts.

Data from Surrey-i.

Percentages are given to 1 decimal point or 3 significant figures as appropriate.

No data is available for the protected characteristics of gender reassignment, pregnancy and maternity, sexual orientation or carers (protected by association).

Age data was sourced in 5-year divisions and has been grouped into larger blocks for analysis.

B1 – Age groups per Borough/District (adapted from Surrey-I – ONS Population estimates by 5 year age groups and gender).

Region	All ages	Age 0-14	%0-14	Age 15-30	%15-30	Age 30-44	%30-44	Age 45-64	%45-64	Age 65+	%65+
<i>England</i>	<i>55619430</i>	<i>10048365</i>	<i>18.1</i>	<i>10478495</i>	<i>18.8</i>	<i>10842801</i>	<i>19.5</i>	<i>14219258</i>	<i>25.6</i>	<i>10030511</i>	<i>18.0</i>
Surrey	1185321	219560	18.5	197622	16.7	228477	19.3	317430	26.8	222232	18.7
Elmbridge	136379	28656	21.0	18191	13.3	27268	20.0	37686	27.6	24578	18.0
Epsom and Ewell	79451	15231	19.2	12993	16.4	15789	19.9	21003	26.4	14435	18.2
Guildford	147777	24886	16.8	35579	24.1	27327	18.5	35696	24.2	24289	16.4
Mole Valley	87128	14588	16.7	12428	14.3	14301	16.4	25785	29.6	20026	23.0
Reigate and Banstead	146383	28245	19.3	22112	15.1	30679	21.0	38860	26.5	26487	18.1
Runnymede	86882	14277	16.4	20519	23.6	15927	18.3	21318	24.5	14841	17.1
Spelthorne	99120	18220	18.4	15356	15.5	20511	20.7	26625	26.9	18408	18.6
Surrey Heath	88765	16012	18.0	13940	15.7	16420	18.5	25272	28.5	17121	19.3
Tandridge	87297	15745	18.0	13149	15.1	15882	18.2	24625	28.2	17896	20.5
Waverley	125010	23248	18.6	18487	14.8	21782	17.4	34265	27.4	27228	21.8
Woking	101129	20452	20.2	14868	14.7	22591	22.3	26295	26.0	16923	16.7

B2 – Long term illness or disability per Borough/District (taken Surrey-i - 2011 census data)

Region	All persons	Number without long term illness or disability	% Without long term illness or disability	Long term illness or disability - All with day-to-day activities limited	Long term illness or disability - % with day-to-day activities limited
<i>England</i>	<i>53012456</i>	<i>43659870</i>	<i>82.4</i>	<i>9352586</i>	<i>17.6</i>
Surrey	1132390	979036	86.5	153354	13.5
Elmbridge	130875	115044	87.9	15831	12.1
Epsom and Ewell	75102	65036	86.6	10066	13.4
Guildford	137183	119867	87.4	17316	12.6
Mole Valley	85375	72833	85.3	12542	14.7
Reigate and Banstead	137835	118569	86.0	19266	14.0
Runnymede	80510	69355	86.1	11155	13.9
Spelthorne	95598	81334	85.1	14264	14.9
Surrey Heath	86144	75304	87.4	10840	12.6
Tandridge	82998	70686	85.2	12312	14.8
Waverley	121572	104695	86.1	16877	13.9
Woking	99198	86313	87.0	12885	13.0

B3 – Race/Ethnicity per Borough/District (taken from Surrey-i - 2011 census data)

Region	All People	White British	% White British	White: All other White ethnic groups	% White: All other White	All mixed/ multiple ethnic groups	% All mixed/ multiple ethnic groups	Asian/ Asian British: Indian	% Indian	Asian/ Asian British: Pakistani	% Pakistani	All Black/African/Caribbean/Black British ethnic groups	% Black/African/Caribbean/Black British	All other Asian ethnic groups	% other Asian ethnic group	Other ethnic groups	% Other ethnic groups	All non-white ethnic groups	% non-white ethnic groups	All ethnic groups except white British	% not white British
Surrey	1132390	945673	83.5	78009	6.9	23554	2.1	20232	1.8	10818	1.0	12430	1.1	32448	2.9	9226	0.8	108708	9.6	186717	16.5
Elmbridge	130875	104508	79.9	13615	10.4	3411	2.6	2489	1.9	555	0.4	1010	0.8	4031	3.1	1256	1.0	12752	9.7	26367	20.1
Epsom and Ewell	75102	59049	78.6	5453	7.3	1922	2.6	1828	2.4	667	0.9	1128	1.5	3989	5.3	1066	1.4	10600	14.1	16053	21.4
Guildford	137183	114510	83.5	10197	7.4	2501	1.8	1661	1.2	487	0.4	1656	1.2	4468	3.3	1703	1.2	12476	9.1	22673	16.5
Mole Valley	85375	76907	90.1	4261	5.0	1257	1.5	707	0.8	152	0.2	399	0.5	1318	1.5	374	0.4	4207	4.9	8468	9.9
Reigate and Banstead	137835	117092	85.0	7787	5.6	3037	2.2	2192	1.6	1189	0.9	2166	1.6	3611	2.6	761	0.6	12956	9.4	20743	15.0
Bunnymede	80510	64397	80.0	7236	9.0	1671	2.1	2022	2.5	378	0.5	862	1.1	3161	3.9	783	1.0	8877	11.0	16113	20.0
Spelthorne	95598	77411	81.0	6044	6.3	2382	2.5	4013	4.2	656	0.7	1545	1.6	2626	2.7	921	1.0	12143	12.7	18187	19.0
Surrey Heath	86144	73179	84.9	4513	5.2	1626	1.9	1713	2.0	667	0.8	861	1.0	3009	3.5	576	0.7	8452	9.8	12965	15.1
Tandridge	82998	74095	89.3	3785	4.6	1789	2.2	746	0.9	139	0.2	882	1.1	1279	1.5	283	0.3	5118	6.2	8903	10.7
Waverley	121572	110190	90.6	6527	5.4	1623	1.3	533	0.4	246	0.2	538	0.4	1504	1.2	411	0.3	4855	4.0	11382	9.4
Woking	99198	74335	74.9	8591	8.7	2335	2.4	2328	2.3	5682	5.7	1383	1.4	3452	3.5	1092	1.1	16272	16.4	24863	25.1

B4 – Religion per Borough/District (taken from Surrey-i - 2011 census data)

Region	All residents	Christian	% Christian	Hindu	% Hindu	Muslim	% Muslim	Other religion	% Other	No religion	% No religion	Not stated	% Not stated	All non-Christian religions	% Non-Christian
<i>England</i>	53012456	31479876	59.4	806199	1.5	2660116	5.0	1147929	2.2	13114232	24.7	3804104	7.2	4614244	8.7
Surrey	1132390	711110	62.8	15018	1.3	24378	2.2	16994	1.5	280814	24.8	84076	7.4	56390	5.0
Elmbridge	130875	83973	64.2	1593	1.2	2406	1.8	2447	1.9	30606	23.4	9850	7.5	6446	4.9
Epsom and Ewell	75102	46222	61.5	1913	2.5	2277	3.0	1109	1.5	18254	24.3	5327	7.1	5299	7.1
Guildford	137183	82621	60.2	1301	0.9	2713	2.0	1839	1.3	38108	27.8	10601	7.7	5853	4.3
Mole Valley	85375	54926	64.3	564	0.7	669	0.8	960	1.1	21514	25.2	6742	7.9	2193	2.6
Reigate and Banstead	137835	85325	61.9	1880	1.4	2637	1.9	1597	1.2	36262	26.3	10134	7.4	6114	4.4
Runnymede	80510	51037	63.4	1181	1.5	1556	1.9	1628	2.0	19297	24.0	5811	7.2	4365	5.4
Spelthorne	95598	60954	63.8	2332	2.4	1808	1.9	2298	2.4	21511	22.5	6695	7.0	6438	6.7
Surrey Heath	86144	54646	63.4	1369	1.6	1607	1.9	1733	2.0	20610	23.9	6179	7.2	4709	5.5
Tandridge	82998	53841	64.9	612	0.7	596	0.7	750	0.9	20976	25.3	6223	7.5	1958	2.4
Waverley	121572	79220	65.2	321	0.3	786	0.6	1254	1.0	30745	25.3	9246	7.6	2361	1.9
Woking	99198	58345	58.8	1952	2.0	7323	7.4	1379	1.4	22931	23.1	7268	7.3	10654	10.7

B5 – Sex/ Gender per Borough/District (adapted from Surrey-i – ONS population estimates by broad age and gender)

Area	Year	Males - All ages	% male	Females - All ages	% female
ENGLAND	2017	27,481,053	49.4	28,138,377	50.6
Surrey	2017	581,836	49.1	603,485	50.9
Elmbridge	2017	66,063	48.4	70,316	51.6
Epsom and Ewell	2017	38,600	48.6	40,851	51.4
Guildford	2017	73,891	50.0	73,886	50.0
Mole Valley	2017	42,567	48.9	44,561	51.1
Reigate and Banstead	2017	71,476	48.8	74,907	51.2
Runnymede	2017	42,251	48.6	44,631	51.4
Spelthorne	2017	48,959	49.4	50,161	50.6
Surrey Heath	2017	43,946	49.5	44,819	50.5
Tandridge	2017	42,493	48.7	44,804	51.3
Waverley	2017	61,177	48.9	63,833	51.1
Woking	2017	50,413	49.9	50,716	50.1

B6 – Marital status by Borough/District (taken from Surrey-I - 2011 census data). N.b. 2011 census data gathered prior to legalisation of same-sex marriage in 2014.

Region	All Residents Aged 16 and Over	Single (never married or in civil partnership)	% Single	Married	% Married	In a Registered Same-Sex Civil Partnership	% In a Registered Same-Sex Civil Partnership	Separated (but Still Legally Married or Still Legally in a Same-Sex Civil Partnership)	% Separated	Divorced or Formerly in a Same-Sex Civil Partnership which is Now Legally Dissolved	% Divorced or Formerly in a Same-Sex Civil Partnership which is Now Legally Dissolved	Widowed or Surviving Partner from a Same-Sex Civil Partnership	% Widowed or Surviving Partner from a Same-Sex Civil Partnership
England	42989620	14889928	34.6	20029369	46.6	100288	0.2	1141196	2.7	3857137	9	2971702	6.9
Surrey	913899	275477	30.1	480655	52.6	1602	0.2	20563	2.3	74056	8.1	61546	6.7
Elmbridge	103005	28321	27.5	56760	55.1	245	0.2	2308	2.2	8482	8.2	6889	6.7
Epsom and Ewell	60371	18711	31	31950	52.9	94	0.2	1259	2.1	4384	7.3	3973	6.6
Guildford	112589	39639	35.2	55650	49.4	174	0.2	2337	2.1	8282	7.4	6507	5.8
Mole Valley	69580	18557	26.7	38252	55	111	0.2	1534	2.2	5846	8.4	5280	7.6
Reigate and Banstead	110725	34056	30.8	57055	51.5	194	0.2	2481	2.2	9251	8.4	7688	6.9
Runnymede	66653	23657	35.5	31353	47	111	0.2	1532	2.3	5580	8.4	4420	6.6
Spelthorne	78089	24562	31.5	38984	49.9	153	0.2	2042	2.6	6870	8.8	5478	7
Surrey Heath	69302	18791	27.1	38960	56.2	100	0.1	1489	2.1	5578	8	4384	6.3
Tandridge	66922	19265	28.8	35350	52.8	111	0.2	1582	2.4	5791	8.7	4823	7.2
Waverley	97478	26219	26.9	53874	55.3	161	0.2	2124	2.2	7848	8.1	7252	7.4
Woking	79185	23699	29.9	42467	53.6	148	0.2	1875	2.4	6144	7.8	4852	6.1

B7 – Vulnerability to House Fires – Data calculated from people 75 or over who are prescribed oxygen.

Region	count of vulnerable people	Area (sq km)	vulnerable people per sq km	Estimated Population mid-2017	vulnerable people per 1000 population
Surrey	693	1662	0.417	1185321	0.585
Elmbridge	57	95	0.600	136,379	0.418
Epsom and Ewell	39	34	1.147	79,451	0.491
Guildford	65	271	0.240	147,777	0.440
Mole Valley	46	258	0.178	87,128	0.528
Reigate and Banstead	92	129	0.713	146,383	0.628
Runnymede	57	78	0.731	86,882	0.656
Spelthorne	78	45	1.733	99,120	0.787
Surrey Heath	55	95	0.579	88,765	0.620
Tandridge	68	248	0.274	87,297	0.779
Waverley	80	345	0.232	125,010	0.640
Woking	56	64	0.875	101,129	0.554

Appendix C

Modelled response times in Surrey Borough/Districts – Data from internal modelling

The impact of our proposed change to response times to incidents varies by Borough and District, by the day of the week and the time of day. There are many factors that affect how quickly we arrive at an emergency, such as the amount of traffic on the roads and the location of our nearest available fire engine. To give the most accurate comparison, we have looked at the time it takes us to arrive at an emergency under ideal conditions now, against the time it will take if we go ahead with our preferred proposal.

Appendix C1 shows critical incident response comparisons between the proposal versus the status quo.

Appendix C2 shows all incident response comparisons between the proposal versus the status quo.

To understand the impact that the proposed changes to crewing patterns will have on the communities that they serve, response time data must be analysed.

There are three data sets available for use in this analysis:

1. Modelled response times *under the proposed Plan*, assuming full wholetime appliance availability, and on-call availability based on historical performance.

2. Modelled response times *under existing crewing systems*, assuming full wholetime appliance availability, and actual on-call availability.

3. Historical actual response times over the past 5 years.

In each of these sets, there is data available on critical incidents and all incidents. In recent years, our crewing system has been under-established, in large part due to lack of recruitment as a result of constrained finances. Therefore, the reality of what has been available has been significantly different to what would be available if full crewing had been available. Under the proposed plan, restructuring of the available firefighter workforce would allow crews will be much closer to the full planned established. However, as the proposals change the details of SFRS's planned response, compared to our previous plans, it is important to compare the planned response, and not the proposed plans compared to the historical delivery.

Modelling data suggests that there will be varying impacts on response times, depending on the area in question, the time of day, and the day of the week. It should be noted that modelled based on set average road speeds. They do not reflect the speeds under blue light conditions that fire appliances would ordinarily respond under, so the time taken to respond may, in reality, be faster.

Overall the modelling suggests that response times to *critical* incidents will increase from our base model to the proposed model under the Plan by 12 seconds overall, up from 07:22 minutes to 07:34 minutes. This is an average across all times of the day and week. The daily breakdown is as follows:

- The weekday day time response will remain the same (07:23 minutes).

- The weekend day time response will improve by 12 seconds from 07:26 minutes to 07:14 minutes.
- Night time response (any day of the week) time will increase by 38 seconds from 07:18 to 07:56 minutes.

Furthermore the modelling suggests that response times to *all* incidents will increase from our base model to the planned model by 12 seconds overall, up from 07:28 minutes to 07:40 minutes.

This is an average across all times of the day and week. The daily breakdown is as follows:

- The weekday day time response will remain the same (07:27 minutes).
- The weekend day time response will improve by 12 seconds from 07:35 minutes to 07:23 minutes.
- Night time response (any day of the week) time will increase by 38 seconds from 07:26 to 08:04 minutes.

However, the increased community and business safety work will reduce the likelihood of emergencies happening in the first place, so there will be less occurring as a result. In further mitigation, we are introducing improvements that will reduce the time it takes between a call coming in and our firefighters leaving the station. We believe this will help us to get resources to the scene of an emergency more quickly. We are also introducing technology that will improve our measurement of this will tell us if we are being successful.

Appendix C1 – Critical incident response times modelled under the proposal outlined in the Plan in comparison to the current modelled situation. Modelling based on 100% wholtime availability and actual on-call availability.

Weekday			Weekend Day		Night		All times of day	
Borough/District	Proposed arrival time of 1st appliance	Current arrival time of 1st appliance	Proposed arrival time of 1st appliance	Current arrival time of 1st appliance	Proposed arrival time of 1st appliance	Current arrival time of 1st appliance	Proposed arrival time of 1st appliance	Current arrival time of 1st appliance
Elmbridge	05:54	05:54	05:47	06:55	07:46	06:59	06:33	06:27
Epsom and Ewell	05:45	05:44	05:39	05:38	05:41	05:26	05:43	05:36
Guildford	07:16	07:17	07:06	07:05	07:23	06:47	07:17	07:04
Mole Valley	08:10	08:10	08:12	08:13	08:06	07:59	08:09	08:07
Reigate and Banstead	07:29	07:29	07:17	07:19	07:57	07:14	07:37	07:22
Sunnymede	06:30	06:30	06:03	06:06	08:04	05:56	06:59	06:13
Spelthorne	06:34	06:35	06:31	06:41	07:24	06:42	06:54	06:39
Surrey Heath	07:40	07:42	07:36	07:37	07:53	07:28	07:44	07:36
Tandridge	11:38	11:33	10:24	10:34	10:58	11:03	11:10	11:11
Waverley	08:39	08:39	08:54	09:26	09:15	09:05	08:55	08:56
Woking	05:53	05:53	06:00	06:01	06:19	05:41	06:04	05:50
ALL DISTRICTS	07:23	07:23	07:14	07:26	07:56	07:18	07:34	07:22

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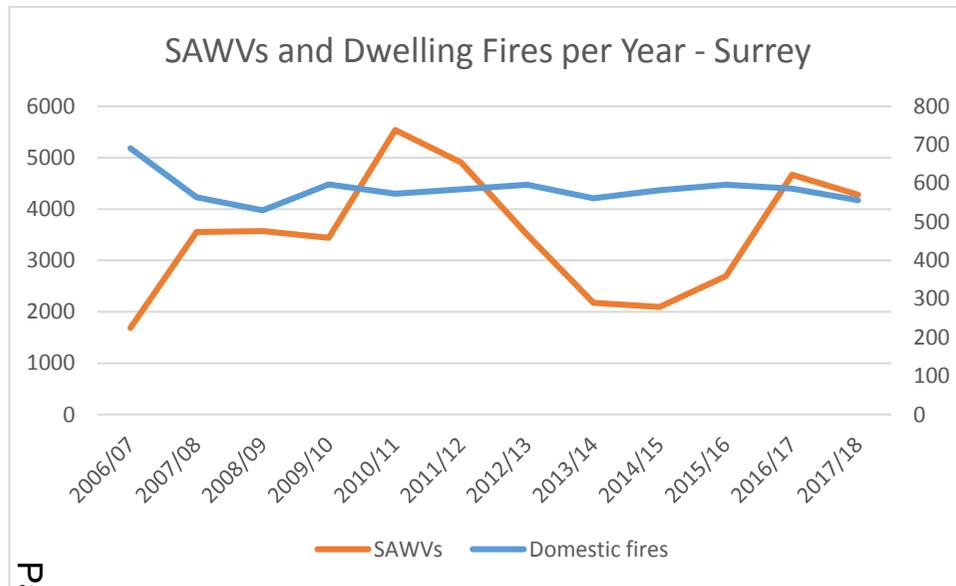
Appendix C2 – All incident response times modelled under the proposal outlined in the Plan in comparison to the current modelled situation. Modelling based on 100% wholtime availability and actual on-call availability.

Weekday			Weekend Day			Night		All times of day	
Borough/District	Proposed arrival time of 1st appliance	Current arrival time of 1st appliance	Proposed arrival time of 1st appliance	Current arrival time of 1st appliance	Proposed arrival time of 1st appliance	Current arrival time of 1st appliance	Proposed arrival time of 1st appliance	Current arrival time of 1st appliance	
Elmbridge	05:53	05:52	05:49	06:53	07:49	06:59	06:34	06:26	
Epsom and Ewell	05:39	05:38	05:41	05:41	05:58	05:39	05:47	05:39	
Guildford	07:26	07:27	07:26	07:26	07:47	07:01	07:34	07:17	
Mole Valley	08:16	08:16	08:13	08:13	08:09	08:00	08:13	08:10	
Reigate and Banstead	07:23	07:23	07:18	07:19	07:57	07:16	07:35	07:20	
Surrey Heath	06:33	06:33	06:15	06:19	08:06	06:04	07:04	06:20	
Spelthorne	06:29	06:30	06:31	06:41	07:28	06:45	06:54	06:38	
Surrey Heath	07:54	07:56	07:52	07:53	08:04	07:40	07:57	07:50	
Tandridge	11:42	11:39	10:47	10:51	11:05	11:04	11:17	11:17	
Waverley	08:54	08:55	08:58	09:34	09:24	09:13	09:05	09:08	
Woking	05:53	05:54	06:03	06:04	06:18	05:39	06:04	05:50	
ALL DISTRICTS	07:27	07:27	07:23	07:35	08:04	07:26	07:40	07:28	

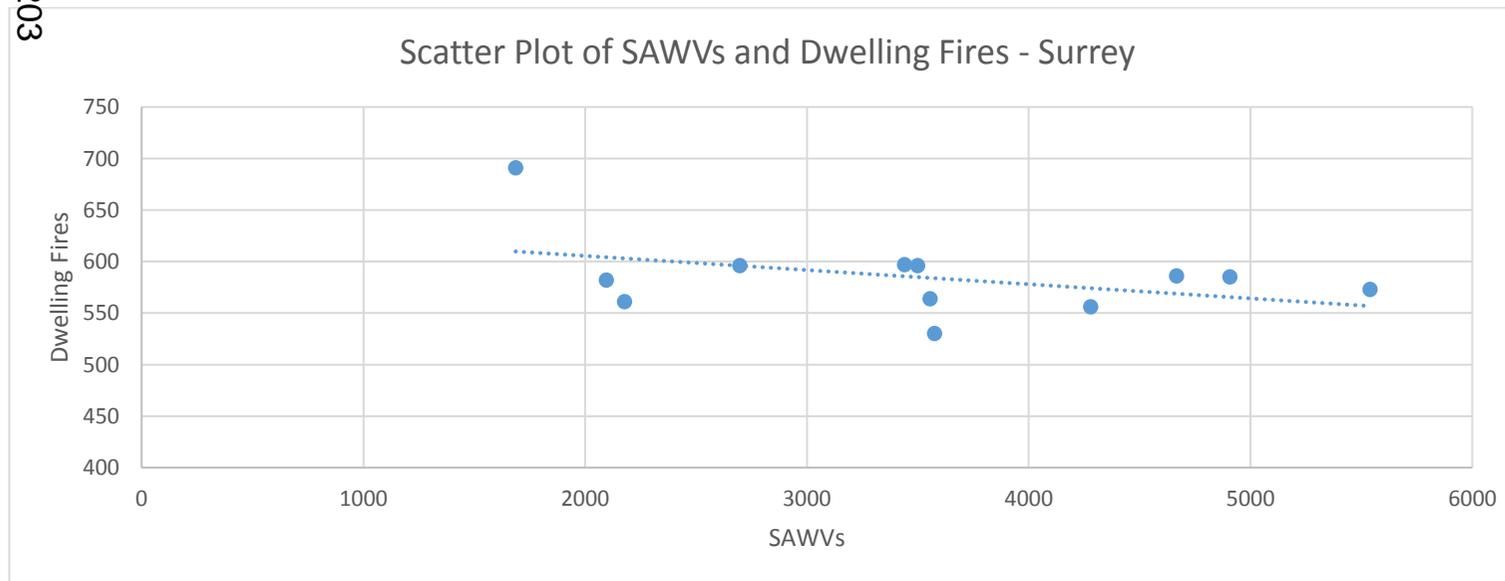
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Appendix D – Graphs of Safe and Well Visits and Dwelling Fires in Surrey.

D1 – Line Graph of Safe and Well Visits and Domestic Dwelling Fires per Year.



Page 203 – Scatter Plot of Safe and Well Visits and Domestic Dwelling Fires.



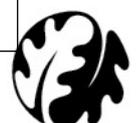
A statistical analysis of the relationship between numbers of SAWVS and Dwelling fires using correlation coefficient produces a result of -0.423319. This is a weak to moderate negative linear correlation.

7

EIA Title				
Did you use the EIA Screening Tool? (Please tick or specify)	Yes (Please attach upon submission)		No	

1. Explaining the matter being assessed

<p>What policy, function or service change are you assessing?</p>	<p>The council have developed a strategy for libraries and cultural services for 2020 – 2025 which sets out our commitment to deliver a broad range of modern affordable services providing opportunities to read for learning and enjoyment; access accurate and quality information; engage in creative and cultural activities and informal and formal learning.</p> <p>The services addressed in the strategy are:</p> <ul style="list-style-type: none"> • Surrey Arts • Surrey Heritage • Surrey Adult Learning • Surrey Registration Service • Surrey Libraries <p>The crux of our strategy is to reduce the net cost of these services whilst increasing impact. We will do this by working closer with communities in design and delivery and by exploiting digital technology to increase our reach and free up staff.</p> <p>The strategy details five strategic objectives to underpin the development of these services going forward and a set of actions that we will take, including a new model of library service delivery.</p> <p>Our approach to implementation of the strategy will be to engage, through a co-design process, widely with residents, staff and partners on how the future model for libraries is implemented and how the libraries and cultural services can increase the positive outcomes/impact against the Surrey 2030 Vision.</p> <p>In the event that the co design leads to proposals to change the way in which current library services are delivered formal consultation will take place. This will be undertaken with due regard to our duties under the Equality Act and the Public Libraries and Museums Act 1964 ‘to provide a comprehensive and efficient library service for all persons desirous to make use thereof’.</p>
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<p>Why does this EIA need to be completed?</p>	<p>Changes to the library service will impact on people from the protected groups identified in the Equality Act 2010.</p>			
<p>Who is affected by the proposals outlined above?</p>	<p>The library service has some 320,000 registered members, and although the service does not monitor protected status amongst its membership, it is clear that this includes people from these groups. Most protected groups will not be disproportionately negatively affected by the actions set out in the strategy but it can be argued that two may: age, and disability. Age, because the service has disproportionately high levels of membership for children and older people compared with Surrey’s demographics, and disability, because people with certain kinds of disability will find changes harder to accommodate than the average user.</p>			
<p>How does your service proposal support the outcomes in the Community Vision for Surrey 2030?</p>	<p>This work is linked to the five “people” ambitions:</p> <ul style="list-style-type: none"> • Children and young people are safe and feel safe and confident. • Everyone benefits from education, skills and employment opportunities that help them succeed in life. • Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing. • Everyone gets the health and social care support and information they need at the right time and place. • Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life. 			
<p>Are there any specific geographies in Surrey where this will make an impact? <small>(Please tick or specify)</small></p>	<p>County Wide</p>	<p>x</p>	<p>Runnymede</p>	
	<p>Elmbridge</p>		<p>Spelthorne</p>	
	<p>Epsom and Ewell</p>		<p>Surrey Heath</p>	
	<p>Guildford</p>		<p>Tandridge</p>	
	<p>Mole Valley</p>		<p>Waverley</p>	
	<p>Reigate and Banstead</p>		<p>Woking</p>	
	<p>Not Applicable</p>			
	<p>County Divisions (please specify if appropriate):</p>			
<p>Briefly list what evidence you have gathered on the impact of your proposals?</p>	<p>A public consultation exercise on five strategic principles for libraries and cultural services was completed on 4th January 2019. The outcome of this consultation, further engagement work, community profiling and service use analysis has been used to develop a strategy for libraries and cultural services. The strategy proposes a new model for library services which will be developed into specific proposals through a process of co-design over the next 12 to 18 months. The strategy does not set out detailed proposals, these will be achieved through the co-design process and will use a wide range of evidence to understand the impact of the proposals as they develop..</p>			

2. Service Users / Residents

There are 10 protected characteristics to consider in your proposal. These are:

1. Age including younger and older people
2. Disability
3. Gender reassignment
4. Pregnancy and maternity
5. Race including ethnic or national origins, colour or nationality
6. Religion or belief including lack of belief
7. Sex
8. Sexual orientation
9. Marriage/civil partnerships
10. Carers protected by association

Though not included in the Equality Act 2010, Surrey County Council recognises that socio-economic disadvantage is a significant contributor to inequality across the County and therefore regards this as an additional factor.

Therefore, if relevant, you will need to include information on this. Please refer to the EIA guidance if you are unclear as to what this is.

AGE

What information (data) do you have on affected service users/residents with this characteristic?

Although people of all ages use libraries, a higher proportion of Surrey library users are people aged 65 or over or younger children than is the case for the proportion of these groups in the population as a whole.

(Statistics of library use, compared with Surrey demographics).
Surrey Library Borrowers Compared to Surrey Population:
(March 2016)

Age Band	Current Borrowers	Surrey Population	Over /Under Representation
0-14	27%	18%	+9%
15-65	55%	63%	-9%
65	17%	19%	-2%

Impacts (Please tick or specify)	Positive		Negative		Both	√
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner		
As children and young people and older people use the library service more than other groups it will be necessary to ensure through the co-design that impacts on these groups are identified and mitigated where possible in delivering the new library service model.	Analysis of service use and community profile prepared to inform the strategy.	Focused and targeted co-design activity will be undertaken with children and young people and older people.	Between January 2020 and April 2021.	Assistant Director, Lifelong Learning and Culture		

**What other changes is the council planning/already in place that may affect the same groups of residents?
Are there any dependencies decisions makers need to be aware of?**

The council's asset management/property strategy will impact on the buildings in which we deliver these services to residents. During the co-design process we will ensure that any implications as a result of the property strategy are identified and taken account of.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

None currently identified

DISABILITY

What information (data) do you have on affected service users/residents with this characteristic?

The community profile developed to underpin the strategy contains a quantity of data about people with disabilities in Surrey. It identifies that the libraries and cultural services can and must play a role in supporting people with long term health conditions, disabilities including sight impairments, and mental health problems.

Impacts (Please tick or specify)	Positive		Negative		Both	√
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
None yet identified. This will be kept under review as the co design is developed	Analysis of service use and community profile prepared to inform the strategy.		Focused and targeted co-design activities will be undertaken with this group building on the relationship we established with the Surrey Coalition of Disabled People and their member organisations as part of the consultation on the strategic principles.	Between January 2020 and April 2021.	Assistant Director, Lifelong Learning and Culture	

Equality Impact Assessment

**What other changes is the council planning/already in place that may affect the same groups of residents?
Are there any dependencies decisions makers need to be aware of?**

The council's asset management/property strategy will impact on the buildings in which we deliver these services to residents. During the co-design process we will ensure that any implications as a result of the property strategy are identified and taken account of.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

None currently identified

3. Staff

AGE

What information do you have on the affected staff with this characteristic?

Surrey Libraries Staff:

Age Range	% of Library Staff
15 to 19	9.6%
20 to 24	5.7%
25 to 29	5.9%
30 to 34	5.2%
35 to 39	6.1%
40 to 44	8.3%
45 to 49	7.9%
50 to 54	11.4%
55 to 59	16.6%
60 to 64	14.0%
65 to 69	6.8%

	70+	2.6%				
(May 2017)						
Impacts	Positive		Negative		Both	
						√
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
There may be changes to structure and the way staff work but these will not become explicit until we have undertaken co-design on the implementation of the new strategy over the next 12 – 18 months.	Understanding of the impact of previous re-structures in these services.		Staff are a significant group of stakeholders. They will be involved in co-design activities with residents and partners and will have the opportunity to influence implementation of the strategy		Between January 2020 and April 2021.	Assistant Director, Lifelong Learning and Culture
What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of?						
The council's asset management/property strategy will impact on the buildings in which we deliver these services to residents.						
Any negative impacts that cannot be mitigated? Please identify impact and explain why						
None currently identified						

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What information do you have on the affected staff with this characteristic?

Surrey County Council staff with a declared disability is as follows:

- Male: 3.10%
- Female: 3.14%

(Source: SCC Equalities and Diversity Profile 2016)

Impacts	Positive		Negative		Both	√
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
There may be changes to structure and the way staff work but these will not become explicit until we have undertaken co-design on the implementation of the new strategy over the next 12 – 18 months.	Understanding of the impact of previous re-structures in these services.		Staff are a significant group of stakeholders. They will be involved in co-design activities with residents and partners and will have the opportunity to influence implementation of the strategy		Between January 2020 and April 2021.	Assistant Director, Lifelong Learning and Culture

**What other changes is the council planning that may affect the same groups of staff?
Are there any dependencies decisions makers need to be aware of?**

The council's asset management/property strategy will impact on the buildings in which we deliver these services to residents.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

None currently identified

4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
<i>What changes have you made as a result of this EIA?</i>	<i>Why have these changes been made?</i>
None	No specific changes to services are being proposed at this time. Following a process of co-design if there are specific changes to service delivery consultation on these will be undertaken.

5. Recommendation

Based on your assessment, please indicate which course of action you are recommending to decision makers. You should explain your recommendation in the in the blank box below.

Outcome Number	Description	Tick
Outcome One	No major change to the policy/service/function required. This EIA has not identified any potential for discrimination or negative impact, and all opportunities to promote equality have been undertaken	√
Outcome Two	Adjust the policy/service/function to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?	
Outcome Three	Continue the policy/service/function despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> • Sufficient plans to stop or minimise the negative impact • Mitigating actions for any remaining negative impacts plans to monitor the actual impact. 	
Outcome Four	Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination (For guidance on what is unlawful discrimination, refer to the Equality and Human Rights Commission's guidance and Codes of Practice on the Equality Act concerning employment, goods and services and equal pay, available here).	
<i>Please use the box on the right to explain the rationale for your recommendation</i>	No specific changes to services are being proposed at this time. Following a process of co-design if there are specific changes to service delivery consultation on these will be undertaken.	

6a. Version Control

Version Number	Purpose/Change	Author	Date
V3	N/A	Lesli Good	12/11/19

The above provides historical data about each update made to the Equality Impact Assessment. Please do include the name of the author, date and notes about changes made – so that you are able to refer back to what changes have been made throughout this iterative process. For further information, please see the EIA Guidance document on version control.

6b. Approval

	Name	Date approved
Approved by*	<i>Head of Service</i>	12/11/19
	<i>Executive Director</i>	12/11/19
	<i>Cabinet Member</i>	12/11/19
	<i>Directorate Equality Group</i>	N/A

EIA Author	Lesli Good
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*Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.

6c. EIA Team

Name	Job Title	Organisation	Team Role
Lesli Good	Assistant Director, Lifelong Learning and Culture (Interim)	SCC	Assistant Director
Helen Leech	Senior Manager Digital Services	SCC	Senior Libraries Manager

If you would like this information in large print, Braille, on CD or in another language please contact us on:

Tel: 03456 009 009

Text/phone (via Text Relay): 18001 03456 009 009

SMS: 07860 053 465

Email: contactcentre@surreycc.gov.uk



Equality Impact Assessment (EIA)

1. Topic of assessment

EIA title	Special Educational Needs and Disabilities Strategy
EIA author	Peter Schnabel, SEND Implementation Officer Update: Helen Donelan-Bell, Service Manager, SEND Transformation

2. Approval

	Name	Date approved
Approved by	Liz Mills (Director - Education, Life-Long Learning and Culture)	07 January 2019
Approved by	Dave Hill (Executive Director, Children, Families, Learning and Culture)	
Approved by	Julie Iles (Cabinet Member for All-Age Learning)	

3. Quality control

Version number	v0.07.02	EIA completed	
Date saved	17.12.19	EIA published	

4. EIA team

Name	Job title	Organisation	Team role
Helen	Service Manager, SEND Transformation	SCC	EIA Responsible Officer
Deborah Chantler/ Janet Polley	Senior Principal Solicitors	SCC	Legal advisor
Michael Pipe	Communication and Engagement Officer	SCC	SEND Transformation team

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?

The purpose of this Equality Impact Assessment is to review the potential impact of the proposed special educational needs and disabilities (SEND) Strategy for Surrey.

The strategy focuses on inclusion and ensuring that children with SEND can get a good education at a school close to their home. The aim of the strategy is to make sure that every child growing up in Surrey has the best possible start in life so that children and young people with special educational needs and disabilities are able to live, learn and grow up locally. We also need to ensure that this provision is cost-effective, fair across the range of children and young people's differing needs and sufficient when taking into account predicted future rising levels of need.

We recognise that SEND impacts the whole family, including parents, carers and siblings, and that the whole family is key to supporting the child or young person with SEND and helping them to reach their potential. We therefore need to take a collective approach to ensure that support is in place to address not only the needs of the child or young person with SEND, but also their family.

What proposals are you assessing?

In order to improve outcomes for children and young people and achieve financial sustainability, we have developed a strategy based on supporting children and young people with SEND at an earlier stage.

The strategy is based on five key principles:

1. Children with special educational needs are identified earlier and supported in a timely and effective way, in order to improve their outcomes and wellbeing.
2. There is an increased focus on earlier intervention and prevention to offer help and meet needs at the earliest opportunity, reducing the demand on high cost, high need interventions.
3. Children and young people are helped to become resilient and independent so that they can lead independent and fulfilling lives in their own communities.
4. The voices of our children, young people and families are heard so they can shape and inform how we work together to get the best results.
5. Surrey's early years settings, schools, colleges and other providers are able to support children to live, learn and grow up locally and achieve their full potential.

The recent SEND consultation (30 October 2018 – 4 January 2019) asked Surrey residents to feedback on the proposed five principles, the areas of transformation and what they see as priorities for improvement. Feedback is being used to support further engagement

and co-design activity work with families, health partners, education and other partners to develop this strategy into a jointly owned Surrey special educational needs and disabilities strategy and long term action plan.

This EIA considers the principles of the proposed SEND Strategy and the transformation proposals that have been developed in line with the strategic approach

The proposals are grouped into four areas of transformation and we are proposing to make investment into the programme in two ways:

- Providing additional core funding over the next two years
- Investment in transformation over two years directly through the SEND Transformation programme and two associated programmes (All Age Learning Disability and Family Resilience).

1 Early identification and support

In early years, schools and colleges, we will ensure children and young people with additional needs are identified earlier and receive the assessment and support they need when they need it. This means we will:

- Ensure easier access to information, advice and support.
- Develop a graduated pathway (known as a Graduated Response) with associated guidance and support to ensure children and young people with additional needs receive early support and assessment to prevent escalation to more complex needs.
- Provide support through Educational Psychology, speech and language therapy and other support at an early stage (pre-statutory) for those who need it, as part of the graduated response.
- Establish an early help behaviour and emotional wellbeing pathway that will support children and young people with mental health needs and/or challenging behaviour and their families both at home and at school. This will also be part of the graduated response.
- Support education settings, including nurseries and schools to implement the graduated response.
- Develop a robust outcomes framework and monitoring tools.
- We will review and promote the local offer.

2 Developing local services and managing the market

We will:

- Increase our local specialist school places by providing around 350 additional places over the next two years and making use of

available capacity by working with existing schools to extend and adapt their arrangements.

- Increase our post-16 and post-19 education focussed pathways by creating around 100 additional places and programmes of support over the next two years.
- Create more specialist post-16 employment focused pathways through increasing our adult learning and employability provision, and expanding our Supported Internship programme, targeting an additional 120 places over four years.
- Develop a long term property strategy for specialist school provision in order to meet the needs of children with SEND.
- Work with specialist education providers and recommission where needed to ensure we are able to support a wider range of children and reduce the number of children and young people with SEND who are out of school or being placed in high cost placements in the non-maintained and independent sector. This will be accompanied by a new funding model to support a graduated pathway.
- Implement an attendance monitoring system in targeted specialist settings to improve safeguarding, gain a clearer picture about attendance and ensure best value for money.
- Implement an ambitious market management strategy in order to achieve efficiencies in the non-maintained and independent sector. This will be supported by a dynamic purchasing system currently being tendered to manage the procurement of placements and achieve better value for money.

3 Partnership working

Working with partners in healthcare and education to ensure educational provision is effective, of a high quality and delivers the best educational outcomes for children and young people with SEND.

We will:

- Facilitate the creation of local school clusters (taking account of/building on existing arrangements) and special school hubs to support flexible and blended offers of provision for children and young people with SEND.
- Develop a new school effectiveness approach, with inclusion at the heart, and seek to ensure that we reduce the number of exclusions and absence for children and young people with SEND, in-year placement changes and the number of children and young people with SEND in Pupil Referral Units for lengthy periods of time. The provision of additional specialist places where needed will also support this approach.
- Improve the quality, impact, timeliness and suitability of SEN Support plans and education, health and care planning through

the improvement of quality assurance arrangements. We will use the graduated response and annual reviews to help achieve this.

- Develop joint commissioning for children and young people with complex needs involving parents, carers, children and young people in the planning, monitoring and evaluation of services, for example, therapy provision and Children, Adolescent and Mental Health Services (CAMHS) through new commissioning team arrangements.
- Improve transition for young people and support them in preparing for adulthood. This will be in conjunction with investment into an all-age disability service being developed within the County Council and with young people and partners.

4 Improving policy and practice

Improve the quality of our practice with partners to improve the experience for children and young people with SEND and their families. We will:

- Improve practice and the level of skills and knowledge for all those working with children and young people with SEND. This will be developed through the newly established Children's Academy and by Teaching Schools and National Leaders of Education.
- Commission a new outreach offer for mainstream schools through our Special Schools and Pupil Referral Units which will become hubs of excellence linked to early intervention and support.
- Review and streamline our processes and policies to improve management and coordination of area information and maximise the positive impact of digital technology.
- Improve the help, support and development for SENCos (Special Needs Co-ordinators within schools) through improved SENCo networks, training and development opportunities through the Children's Academy, sharing best practice and helpdesk arrangements.

Who is affected by the proposals outlined above?

There are approximately 200,000 pupils in Surrey state-funded schools. Of these children and young people there are around 23,000 receiving special educational needs (SEN) support in an educational setting.

In addition, Surrey maintains education, health and care plans (EHCPs) for a further 8,600 pupils (as of October 2018).

The key groups affected by the proposals set out in this EIA are:

- Children and young people with SEND aged 0-25 in Surrey.
- Parent carers (this term covers parents, grandparents, foster parents and special guardians) and siblings.

- Provider organisations across education, health and care and training including, but not limited to: early years settings; schools (maintained and independent); colleges; and providers of employment related skills and training.
- Staff from provider organisations including local authority staff and provider staff who support children and young people with SEND and their families.

6. Sources of information

Engagement carried out

- Service leads workshop (9 July 2018)
- Surrey CCG Children's Lead Commissioner and Children and Families Health Surrey
- Schools Forum
- Schools Phase Councils (Early Years, Primary, Secondary and Special)
- Schools Funding consultation (3-25 September 2018)
- Family Voice Surrey – children, young people, families
- Individual Interviews with key professionals undertaken by The 'Public Office'
- A formal public consultation on the proposed SEND strategy opened on 30 October 2018 and closed on 4 January 2019. Engagement and consultation events were conducted across All Districts and Boroughs, including evening and weekend events.

There were a total of **1133** responses to the consultation:

- **637** (56%) of respondents are a parent/carer of a child or young person with SEND
 - **21** (2%) respondents are young people with SEND
 - **837** (74%) of respondents are female
 - Only **4%** of respondents identify as from black and minority ethnic (BME) groups. (Expectations in line with population from 2011 census would be 10%)
- Formal consultation underway in relation to Travel Assistance

Data used

- Joint Strategic Needs Analysis (JSNA)
- SEND Strategy (Draft):
 - Finance data – historical spend in previous years and projected spend
 - MTFP
 - Performance Data
 - School Attainment data
 - Benchmarking against other similar Local Authorities
 - Overall Surrey Transformation Plan – other transformation programmes which support delivery of SEND services:
 - Family Resilience
 - All Age Learning Disability (AALD)
 - Information/research regarding peer local authority operating models
 - Personal Outcomes Effectiveness Tool (POET)
 - SEND Sufficiency
 - Sustainable Futures Project
- Family Voice Surrey SEND Survey (Submission to SCC re SEND Transformation Strategy Consultation – January 2019)
- Public consultation on SEND Strategy (30 October 2018 to 4 January 2019) – initial quantitative and qualitative findings – summary report January 2019:

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

The SEND Strategy has been developed in order to improve outcomes for children and young people and achieve financial sustainability.

The strategy proposes to achieve the shift in focus of support for children and young people with special educational needs and disability to an earlier pre-statutory stage and reduce our reliance on high cost placements in the non-maintained and independent sector.

This wide ranging transformation, involving all stakeholders, means that we will do things in a different way to deliver the better outcomes in a way that is financially sustainable.

In response to the feedback we have received back from the consultation we are proposing to do further engagement and co-design work with families and health and other partners to develop a strategy and a more detailed action plan that is jointly developed and owned with partners that will be consulted on and impact assessed as necessary.

Strategy / Proposal	Impact
<p>Early Identification and Support:</p>	<p>The impact of early identification and support will be that more children and young people with additional needs will receive early support and assessment with the aim of preventing escalation to more complex needs. This means that fewer children are likely to require specialist support and provision. In addition, working across services to provide early intervention, mental health support and a blended offer of wraparound support as need.</p> <p>We would expect early identification and support to potentially impact in the following ways:</p> <ul style="list-style-type: none"> • to increase the number of children with SEN Support Plans receiving specialist support at a pre-statutory stage. • to improve in the attainment and progress for children and young people on SEN Support and with a Statutory plan • to increase the number of children and young people who attend mainstream settings • to decrease the number of children who need to request an EHCP • to decrease the number of children and young people with SEND who are excluded from education settings.

<p>Developing local services and managing the market:</p>	<p>The investment in more state-funded specialist provision in Surrey or close to Surrey will drive the following impacts:</p> <ul style="list-style-type: none"> • An increase in the number of state-funded specialist school places in Surrey so that children will not need to travel so far to school and are able to maintain links with their community • An increase in the number of children and young people travelling independently or supported by their family • A decrease in the average distance travelled between home and school for pupils with EHCPs • An increase in the number of post 16/19 employment focussed pathways for young people to provide better support for their preparation for adulthood
<p>Partnership working:</p>	<p>Working in partnership with health, care and education settings and other services and organisations will ensure that children and young people with SEND achieve good outcomes and access provision and services that are of a high quality. Within this area of transformation, there is a focus on improving school effectiveness and sharing of best practice.</p> <p>This area of transformation will have the potential impact of:</p> <ul style="list-style-type: none"> • An improvement in the attainment and progress for children and young people on SEN Support and with a statutory plan. • a decrease in the number of children and young people with SEND who are excluded from education settings • a decrease in the number of children who need to request an EHCP
<p>Improving policy and practice:</p>	<p>Improving policy and practice through upskilling the wider workforce supporting children and young people with SEND and their families and streamlining processes and policies is likely to have the following impact:</p> <ul style="list-style-type: none"> • Increasing the number of children and young people with EHC plans who are able to attend and remain in mainstream settings • An improvement in the attainment and progress for children and young people on SEN Support and with a statutory plan

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 223</p> <p style="text-align: center;">Age</p>	<p>Early identification and support implemented across all ages giving early access to support and intervention.</p> <p>Improved transition for young people and support for them in preparing for adulthood.</p> <p>Increase in post – 16 and post – 19 pathways by creating around 100 additional places and programmes of support over the next two years. We will also work with post-16 providers and special schools to create additional post -16 capacity</p> <p>Create more specialist post - 16 employment focussed pathways through increasing our adult learning and employment provision and expanding our Supported Internship programme.</p>		<p>Identification of special educational needs and disabilities across the 0 to 25 age range will differ according to age and type of need.</p> <p>The proposals to provide more educational psychology and therapy support in the pre-statutory phase before a request for an EHCP has been made should benefit all age groups to reduce the level of need escalating by delivering more timely support.</p> <p>Special educational needs may begin to be identified when a child moves into an Early Years setting, such as a nursery or childminder.</p> <p>Many needs are identified once a child has moved to primary school or secondary school.</p> <p>The FVS survey highlighted the overwhelming support for the positive impact of post 16 special education and employment opportunities.</p> <p>The Special Educational Needs and Disability Code of Practice: 0-25 years specifically requires the application of a graduated approach to support children and young people with SEND prior to any statutory assessment and planning.</p>

			<p>The proposals place more emphasis on Preparing for Adulthood for those in National Curriculum Year 9 and beyond. This is the reasoning for developing more pathways for independence and employment for young people over 16.</p> <p>The number of EHCPs by age groups are shown below:</p> <p>Number of EHCPs ages 0-25 (5 October 2018):</p> <ul style="list-style-type: none"> • 8600 EHC Plans <p>Age of EHCP holders / General Population (NCY?)</p> <ul style="list-style-type: none"> • 0 to 4, 3.4% / 20.2% • 5 to 9, 27.9% / 22.2% • 10 to 14, 35.0% / 20.9% • 15 to 19, 28.8% / 18.8% 20 to 24, 4.9% / 18.0%
<p>Disability</p>	<p>Early Identification and Support</p> <p>Increased Educational Psychology, Speech and Language Therapy (SLT) and Occupational Therapy (OT) capacity and support as part of graduated response for children and young people in pre-statutory phase.</p> <p>Early identification and support removes lengthy statutory assessment process before the delivery of more timely and appropriate support</p>		<p>440 respondents to the public consultation (out of 1133 – 39%) provided written comments in addition to the quantitative assessment of the proposals regarding this transformational area of work.</p>

	<p>Establishing a new early help behaviour and emotional wellbeing pathway and additional support reduces exclusions from settings.</p> <p>Graduated response requires partners and educational settings to deliver more services and outcomes in pre-statutory phase.</p> <p>Provision closer to home and market management</p> <p>More local school provision will reduce travel distances and time for children and young people.</p>	<p>Market management of the NMI sector may result in some schools withdrawing from the market with negative consequences for the range of specialist provision available to meet the needs of children and young people. Some types of complex/specialist provision may no longer be available.</p> <p>Parents may perceive that less specialist provision is available for children and young people with the strategy's aim to reduce the number of children and young people placed further away from home in non-maintained and independent placements</p>	<p>396 respondents to the public consultation (out of 1133 – 33%) provided written comments in addition to the quantitative assessment of the proposals regarding this transformational area of work.</p> <p>Sufficiency plan and supporting analysis provides a detailed analysis of home to school travel distances</p> <p>With fewer NMI places and more children attending maintained special schools, the increased number of maintained special school places will be located to address local unmet needs and to reduce travel distances/times equitably. The sufficiency planning has identified areas of unmet need and travel times/distances.</p> <p>Some respondents from the public consultation wrote about how more support is needed for children and young people in mainstream settings and some respondents gave personal experiences of mainstream not meeting needs. This issue of 'mainstream not meeting needs' was a high ranking topic in the consultation question regarding the principles of the proposed strategy. Some respondents were hopeful that more children and young people with</p>
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			<p>The primary contacts for parents of children with EHCPs are the SEN Caseworker and the child's school for case specific issues.</p> <p>More general information about SEND can be obtained from many sources including Voluntary, Community and Faith Sector (VCFS) organisations, the SEND Local Offer, Family Information Service (FIS) and Surrey SEND Information, Advice and Support Service (SSIASS).</p> <p>Young people can meet new friends through the Surrey Youth Advisors Service (SYAS).</p> <p>Effective communication channels need to be designed to meet the needs of different audiences - children, young people and their parents/carers.</p> <p>The drive for more digital communication must not disadvantage those groups whose do not have access to IT or are unable to use it effectively.</p>
Gender reassignment	Gender identity and sexual orientation issues may be masked by behavioural and Emotional Wellbeing and Mental Health difficulties making early intervention and support more difficult to deliver effectively.	None identified	<p>No SEND specific data is available.</p> <p>Gender identity issues may be masked by behavioural and EWMH difficulties making early intervention and support more difficult to deliver effectively.</p>
Pregnancy and maternity	None identified	None identified	
Race	None identified	None identified	<p>The response to the consultation was low from BME and therefore we need to do further work to understand the potential impacts that these proposals will have.</p> <p>The effectiveness of early intervention by Education Psychologists and Speech and Language Therapists as</p>

			part of the proposals for graduated response may be reduced if children from ethnic groups have not had 'First Language Assessments'. Identification of SEND in children for whom English is not their first language may be difficult because of language issues.
Religion and belief	None identified	None identified	
Sex	Proposals to increase special school places according to local need may allow any increase in demand for single sex or mixed provision to be addressed.	None identified	<p>More boys than girls in Surrey are identified as having special educational needs and disabilities for both SEN Support Plans and statutory EHC Plans. In addition, we know that the incidence of differing types of need are changing at different rates, such as the increasing number of girls requiring social, emotional and mental health (SEMH) provision.</p> <p>For all types of special educational support (both statutory EHC plans and SEN Support plans) in Surrey schools (is this maintained schools? Only SEN support in mainstream), boys outnumbered girls by over two to one with 14354 boys and 6903 girls (SCC SEND Needs analysis 2016)</p> <ul style="list-style-type: none"> • General Surrey population (Male, 51.1% EHCP holders: <ul style="list-style-type: none"> • Female, 26.4% • Male, 73.6% <p>This means that the proportion of boys to girls increases to 3 to 1 for holders of EHC plans.</p>
Sexual orientation	Gender identity and sexual orientation issues may be masked by behavioural and Emotional Wellbeing and Mental Health difficulties making early	None identified	Sexual orientation issues may be masked by behavioural and EWMH difficulties making early intervention and support more difficult to deliver effectively.

	intervention and support more difficult to deliver effectively.		
Marriage and civil partnerships	None identified	None identified	
Carers (protected by association)	None identified	None identified	

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence																										
Age	The use of digital technology supports opportunities for flexible working practices to reduce travel, to work away from the office (including at home) and outside normal working hours where operationally acceptable	1. Some staff with protected characteristics may struggle to adapt to the new technology	<p>Ages of local authority staff working in SEN (excludes children's social care) – source SCC Data Operations – Equalities & diversity Monitoring Green Sheet - January 2019):</p> <table border="1"> <thead> <tr> <th>Age range (years)</th> <th>Percentage %</th> </tr> </thead> <tbody> <tr> <td>20-24</td> <td>3.4</td> </tr> <tr> <td>25-29</td> <td>9.4</td> </tr> <tr> <td>30-34</td> <td>9.3</td> </tr> <tr> <td>35-39</td> <td>13.9</td> </tr> <tr> <td>40-44</td> <td>13.0</td> </tr> <tr> <td>45-49</td> <td>13.6</td> </tr> <tr> <td>50-54</td> <td>14.6</td> </tr> <tr> <td>55-59</td> <td>11.6</td> </tr> <tr> <td>60-64</td> <td>7.9</td> </tr> <tr> <td>65-69</td> <td>2.7</td> </tr> <tr> <td>70-74</td> <td>0.6</td> </tr> <tr> <td>75+</td> <td>0.2</td> </tr> </tbody> </table> <p>Just over 50% of staff are aged 45 or older.</p>	Age range (years)	Percentage %	20-24	3.4	25-29	9.4	30-34	9.3	35-39	13.9	40-44	13.0	45-49	13.6	50-54	14.6	55-59	11.6	60-64	7.9	65-69	2.7	70-74	0.6	75+	0.2
Age range (years)	Percentage %																												
20-24	3.4																												
25-29	9.4																												
30-34	9.3																												
35-39	13.9																												
40-44	13.0																												
45-49	13.6																												
50-54	14.6																												
55-59	11.6																												
60-64	7.9																												
65-69	2.7																												
70-74	0.6																												
75+	0.2																												

<p>Disability</p>	<p>The use of digital technology supports opportunities for flexible working practices to reduce travel, to work away from the office (including at home) and outside normal working hours where operationally acceptable</p>	<p>Detailed proposals to be developed may change ways of working for different SEND related jobs with a range of potential impacts. These might include changes to the requirements for travel or changes to ways of working through increased use of digital technologies with implications for staff with physical and sensory disabilities.</p> <p>The proposals currently identify no changes</p>	<p>Disability analysis: 11.1 % of staff have declared disabilities</p> <ul style="list-style-type: none"> • Types of staff disability (which may impact on ways of working): <ul style="list-style-type: none"> ○ Mobility, transport ○ Visual/aural - Use of IT/phones etc <p>Many SEND staff already travel to meet children, young people and their families. The strategy to increase early intervention and support is unlikely to increase the amount of travel.</p>
<p>Gender reassignment</p>	<p>None identified</p>	<p>None identified</p>	
<p>Pregnancy and maternity</p>	<p>The use of digital technology supports opportunities for flexible working practices to reduce travel, to work away from the office (including at home) and outside normal working hours where operationally acceptable</p>	<p>Detailed proposals to be developed may change ways of working for different SEND related jobs with a range of potential impacts. These might include changes to the requirements for travel or changes to ways of working through increased use of digital technologies with implications for staff with physical and sensory disabilities.</p> <p>The proposals currently identify no changes</p>	<p>Data is not held on pregnancy and maternity.</p> <p>With 90% of staff being female and 50% of staff aged under 45, this means that at least 40% of staff under age 45 will be female.</p> <p>It is therefore reasonable to assume that pregnancy and maternity issues will need to be considered carefully in the co-design of detailed proposals.</p>

Race	None identified	None identified																
Religion and belief	None identified	None identified																
Sex	None identified	<p>Changes to working practices may affect more women than men due to the larger number of women than men in many SEND roles.</p> <p>The proposals currently identify no changes and consequential impacts.</p>	<p>Gender and full time/part time status (SEN staff):</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Full/part time</th> <th>Percentage %</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>Full Time</td> <td>27.9</td> </tr> <tr> <td>Female</td> <td>Part Time</td> <td>60.7</td> </tr> <tr> <td>Male</td> <td>Full Time</td> <td>5.5</td> </tr> <tr> <td>Male</td> <td>Part Time</td> <td>5.9</td> </tr> </tbody> </table> <p>A total of 88.6% of staff are female.</p>	Gender	Full/part time	Percentage %	Female	Full Time	27.9	Female	Part Time	60.7	Male	Full Time	5.5	Male	Part Time	5.9
Gender	Full/part time	Percentage %																
Female	Full Time	27.9																
Female	Part Time	60.7																
Male	Full Time	5.5																
Male	Part Time	5.9																
Sexual orientation	None identified	None identified																
Marriage and civil partnerships	None identified	None identified																
Carers (protected by association)	The use of digital technology supports opportunities for flexible working practices to reduce travel, to work away from the office (including at home) and outside normal working hours where operationally acceptable	None identified	<p>Data is not held on whether a role holder within the organisation has carer responsibilities.</p> <p>However, it would not be unreasonable to assume that there are a significant number of staff with carer responsibilities because the following data is closely aligned with generally accepted carer demographics:</p> <ul style="list-style-type: none"> • high proportion of female staff • 50%+ of staff aged over 45 • high proportion of part-time staff <p>Changes in the way services are delivered, for example, working patterns/hours, locations may impact on the ability of staff who are carers to continue delivering care. This</p>															

			<p>may have an indirect impact on some with protected characteristics (age, sex)</p> <p>The current proposals do not identify any specific changes and hence there are currently no identified negative impacts on this protected category.</p>
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8. Amendments to the proposals

Change	Reason for change
<p>Although the majority of responders agreed with the proposed five principles and areas of transformation, a number of responders stressed the importance of partnership working with Health, Care and Education settings in order to achieve real change. We are proposing that further engagement and co-design work needs to take place with families and partners to develop this into a joint strategy, that is owned across the whole SEND system, rather than just the Council</p> <p>Some responders felt that there was a lack of detail contained within the strategy about how SEND transformation was going to be achieved. We are proposing to address through the joint development of a detailed action plan with partners.</p>	N/A

Emerging themes from public consultation analysis

The results of the consultation support the direction of travel of the principles and in particular the four identified areas of transformation (See section 7) and the consultation analysis report. Analysis of the qualitative feedback from respondents has identified many themes, largely drawn from experiences of the current SEND system rather than the proposals, to be considered in the next phase of co-design.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Negative – Market management of the NMI sector may result in some schools withdrawing from the market with negative consequences for the range of specialist provision available to meet the needs of children and young people. Some types of complex/specialist provision may no longer be available.	Engagement and consultation with the Non-Maintained and Independent sector to help shape their offer and support development of a sustainable market	On-going	Director of Commissioning
Negative – Parents may perceive that less specialist provision is available for children and young people with the strategy's aim to reduce the number of children and young people placed further away from home in non-maintained and independent placements	Develop appropriate communications and engagement within the overall communications and engagement strategy to show how proposals deliver more, appropriate placements	On-going	Service Manager – SEND Programme
Negative – Some staff with protected characteristics may struggle to adapt to the new technology	Training will be designed and delivered to ensure all staff have the right IT skills	April 2020 onwards	Director of Education, Lifelong Learning and Culture
Negative - Detailed proposals to be developed may change ways of working for different SEND related jobs with a range of potential impacts. These might include changes to the requirements for travel or changes to ways of working through increased use of digital technologies with implications for staff with physical and sensory disabilities. The proposals currently identify no changes	Training will be designed and delivered to ensure all staff have the right IT skills	April 2020	Director of Education, Lifelong Learning and Culture
Negative - . Changes to working practices may affect more women than men due to the larger number of women than men in many SEND roles.	This will be reviewed on an on-going basis. The directorate restructure also includes its own EIA	April 2018 onwards	Director of Education, Lifelong Learning and Culture

The proposals currently identify no changes and consequential impacts.			
Positive – Early identification and support implemented across all ages giving early access to support and intervention.	The further co-design work of the graduated response and a jointly owned strategy and implementation plan, working with our health partners and settings will help to develop a greater understanding of the challenges within this sector and how these can be addressed.	December 2019	Director of Education, Lifelong Learning and Culture
Positive - Improved transition for young people and support for them in preparing for adulthood.	Ensure sufficient number of places on each pathway to meet demand	December 2019	Assistant Director SEND Systems
Positive - Increase post – 16 and post – 19 pathways by creating around 100 additional places and programmes of support over the next two years. We will also work with post-16 providers and special schools to create additional post - 16 capacity	Ensure sufficient number of places on each pathway to meet demand	December 2019	Assistant Director SEND Systems
Positive - Create more specialist post - 16 employment focussed pathways through increasing our adult learning and employment provision and expanding our Supported Internship programme.	Ensure sufficient number of places on each pathway to meet demand	December 2019	Assistant Director SEND Systems
Positive - Graduated response requires partners and educational settings to deliver more services and outcomes in pre-statutory phase.	The further co-design work of the graduated response and a jointly owned strategy and implementation plan, working with our health partners and settings will help to develop a greater understanding of the challenges within this sector and how these can be addressed.	September 2019	Director of Education, Lifelong Learning and Culture
Positive - Early identification and support removes lengthy statutory assessment process before the delivery of more timely and appropriate support	Establishing a new Graduated Response implementation team will also help ensure this work has the required impact.	Completed September 2019	Service Manager, Graduated Response
Positive - New early help behaviour and emotional wellbeing pathway and additional support reduces children from being excluded from settings.	Joint working with health partners and settings and co-design with families will be a key part of the development of this pathway	December 2019	Assistant Director for Vulnerable Learners

7

<p>Positive - Increased Educational Psychology, Speech and Language Therapy (SLT) and Occupational Therapy (OT) capacity and support children and young people in pre-statutory phase.</p>	<p>The impact of this will be monitored through the SEND Programme Board</p>	<p>April 2020</p>	<p>Assistant Director for Vulnerable Learners</p>
<p>Positive – More local school provision will reduce travel distances and time for children and young people.</p>	<p>The impact of this on travel will be monitored through the SEND Programme Board</p>	<p>April 2020</p>	<p>Service Manager, ED Place Planning</p>
<p>Positive – Gender identity and sexual orientation issues may be masked by behavioural and Emotional Wellbeing and Mental Health difficulties making early intervention and support more difficult to deliver effectively.</p>	<p>The development of Emotional Wellbeing and Mental Health behavioural pathways needs to take this into account.</p>	<p>September 2019</p>	<p>Assistant Director for Vulnerable Learners</p>
<p>Positive – The use of digital technology supports opportunities for flexible working practices to reduce travel, to work away from the office (including at home) and outside normal working hours where operationally acceptable</p>	<p>The Digital transformation programme will support this.</p>	<p>Ongoing</p>	<p>Programme Manager for Digital Transformation</p>

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None identified at this stage	N/A

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • SEND Sufficiency planning (2017/2018) • Engagement with schools – Schools Forum and Phase councils • Engagement with service leads • Residents engagement events (October 2018) • SEND Transformation Business Case (September 2018) • SEND Strategy (October 2018) • SEND Strategy (September 2019) • Family Voice Surrey SEND Survey (Submission to SCC re SEND Transformation Strategy Consultation – January 2019) • SEND Strategy Public Consultation (October 2018 – January 2019)
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Key positive impacts on service users:</p> <ul style="list-style-type: none"> • Strengthened early identification services • Provision delivered closer to home <p>Key negative impacts:</p> <ul style="list-style-type: none"> • None identified at this stage
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>Following public consultation on the strategy and the findings of the work undertaken by the Public Office, the Policy workstream has been broadened to include improvements to service delivery across all EHCP supporting Local Authority Vulnerable Learner services</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Key mitigating actions to address outstanding negative impacts include:</p> <ul style="list-style-type: none"> • Co-design and family informed development of detailed proposals to deliver projects defined in the four areas of work within the strategy.
<p>Potential negative impacts that cannot be mitigated</p>	<p>None identified at this stage.</p>

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SURREY COUNTY COUNCIL

CABINET



DATE: 28 JANUARY 2020

REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL

LEAD OFFICER: JOANNA KILLIAN, CHIEF EXECUTIVE

SUBJECT: TRANSFORMATION PROGRAMME 2020: NEXT PHASE

SUMMARY OF ISSUE:

Following Cabinet's agreement of the new Organisation Strategy 2020-25 and the direction agreed for the next phase of transformation (Cabinet, 29/10/19), this report sets out the reshaped set of transformation portfolios and programmes that will be delivered to achieve the council's strategic ambitions and priorities for residents.

RECOMMENDATIONS:

Cabinet are asked to:

1. Agree the council's refreshed transformation programme.
2. Note that the investment required to deliver improved outcomes and financial benefits through transformation will be considered as part of the Medium Term Financial Strategy (MTFS) report to Cabinet (28/01/20) and Council (04/02/20).

REASON FOR RECOMMENDATIONS:

The transformation programme, stretching across all aspects of the council's work, will help to ensure we are enabling better lives and a better place, improving the quality of residents' lives and reducing the inequality in life expectancy that exists across the county. It will enable the council to respond proactively and effectively to the complex and rapidly changing context we are working in. The programme will also make a significant contribution to achieving the financial sustainability required so that the council can deliver priorities for residents within available resources.

DETAILS:

Background

1. Over the last year we have made good progress in delivering far reaching and ambitious transformation across a wide range of services.
2. The programme was agreed by Council and launched in November 2018 to address immediate financial and performance challenges, and start to fundamentally reform the function, form and focus of the organisation so that we can deliver the best possible outcomes for residents and achieve the vision for Surrey in 2030.
3. The programme has to date focused on improving services, building capacity and competency, stabilising the organisation, and addressing the critical and immediate challenges faced in 2018. This has included achieving £52m of efficiencies (2018/19-2019/21)¹ and containing costs in areas of growing demand, thereby ensuring we can operate within available resources and protect investments in key services.
4. At the same time we have started to develop new service models. By working differently with our residents and partners we can help to prevent problems earlier and support residents and communities to be independent. In key areas such as children's services and adult social care we are now seeing the positive impact these new approaches can have for residents.

Why we are refreshing the transformation programme

5. Any large scale and dynamic change programme must continue to flex and adapt if it is to meet strategic objectives in an ever-changing operating environment. We have committed to review and refresh our programme periodically, ensuring we continue to build on and improve what we do for residents.
6. On 29 October 2019 Cabinet agreed a revised Organisation Strategy with clear ambitions and eight priorities. Cabinet also confirmed the direction for the next phase of transformation in order to achieve these ambitions, agreeing it must:
 - Continue to improve the quality of residents' lives, enabling people to be more independent and reducing the inequality in life expectancy that exists across the county
 - Build on the stronger foundations we have established and look ahead to the medium term, setting our strategic direction and ambitions for the authority in the context of the Vision for 2030
 - Achieve further efficiencies and manage challenging demand pressures – while it is not simply a financial programme, our major programmes of change must make a substantial contribution to reducing demand and/or delivering efficiencies and also improve outcomes
 - Reflect the changing context in which we operate – rapidly evolving political, economic, social and technological trends will impact our county and our council over the coming years; our programme must help us to anticipate and use these developments to achieve the best outcomes for communities

¹ £52m is the total efficiencies from transformation projects between 2018/19-2019/20 (including the current forecast for Q4 2019/20)

The refreshed programme

7. The refreshed programme is set out in the attached appendixes. **Appendix A** provides a strategic summary of the programme setting out the overall shape and content alongside the investment and headline outcomes that will be delivered. **Appendix B** is a more detailed guide to each of the individual constituent programmes.
8. The overall programme has been designed to deliver directly on the council's key strategic ambitions and make a significant contribution to the efficiencies and cost avoidance targets in the Medium Term Financial Strategy (MTFS). For 2020/21 this includes £24m of recurring revenue efficiencies (out of the total MTFS efficiencies of £39m for the year) and significant cost containment.
9. We are planning ahead and have also identified efficiencies through some projects that will be achieved in future years through to 2024/25. Adding these to the £24m to be achieved in 2020/21 we expect, as a minimum, to deliver a total of £52m efficiencies through transformation projects between 2020/21 and 2024/25. This recurring revenue efficiency is a positive return on the planned one-off transformation investment of £23m. The programme will also continue to identify additional opportunities for future efficiencies and will generate further options for investments in radically different approaches that can provide the best possible value and help secure longer term financial sustainability.
10. There are a number of key underpinning themes running through the refreshed programme. There is a deliberate shift from a collection of individual services tackling largely internally focused performance and financial issues towards a more outward and outcome, longer-term, collaborative focus, designed around people's needs. We are consciously moving towards a place-based approach to better align service activity and public resource around the needs of people and places.
11. Complex issues, such as the climate emergency, mobility, care, and economic growth can only be tackled through joint effort among all public organisations, the voluntary, community and faith sector, academia, businesses, and, critically, communities themselves. This refreshed programme therefore includes key projects and initiatives that cut across multiple organisations and disciplines. This inevitably makes them more complicated to progress than traditional projects and we will continue to strengthen our leadership and partnership working to meet this challenge.
12. In particular, the refreshed programme deepens our joint work with the health system through Surrey Heartlands, delivering on a single set of shared transformation goals aligned to the Health and Wellbeing Strategy.

Ensuring delivery

13. We will continue to use robust assurance mechanisms - co-ordinated through the Transformation Support Unit - to track delivery of the programme. As part of this, Select Committees will continue to help shape and scrutinise the programmes within their respective remits.
14. The success of the programme will rest on the efforts and skills of staff across the organisation. As set out in "Our People 2025" we will continue to empower staff and encourage the creativity, flexibility and innovation required to meet our goals for residents.

CONSULTATION:

15. The revised Organisation Strategy and strategic direction for transformation agreed by Cabinet on 28 October 2019 was based on continued engagement with partners and residents about the future strategic direction of the county and how we can improve outcomes for the residents we serve.
16. Over the summer of 2019, Cabinet and the Corporate Leadership Team used this knowledge, among other things, to discuss and agree the future strategic direction for the council and the next phase of transformation. Officers have then supported this by developing the set of programmes and projects required to achieve these ambitions.

RISK MANAGEMENT AND IMPLICATIONS:

17. The transformation programme is a major undertaking, which is far reaching and ambitious. We will continue to use the governance and assurance mechanisms in place, co-ordinated through the Transformation Support Unit, to track delivery and manage the risks associated with the programme. This tracking will continue to be aligned with the council's overall risk management approach.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

18. Delivering the transformation programme will make a significant contribution to the efficiency and demand management / cost avoidance targets in the MTFS. The transformation programme will also start to identify further opportunities for future efficiencies and will design and develop options for radically different approaches that will provide the best possible value and help secure longer term financial sustainability.
19. The investments required to deliver transformational change are set out in the MTFS report to Cabinet, also presented on 28 January 2020. Assurance arrangements will be in place at all levels (overall programme, portfolio, each individual programme / project) to track progress, including monthly assessments and forecasts of costs and benefits aligned to core budget monitoring.

SECTION 151 OFFICER COMMENTARY

20. Although significant progress has been made over the last twelve months to improve the council's financial position, the medium term financial outlook is uncertain as it is heavily dependent on decisions made by Central Government. With no clarity on these beyond 2020/21, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
21. Delivering the transformation programme will make a significant contribution to the efficiency and demand management / cost avoidance targets in the MTFS. For 2020/21 this includes £24m of recurring revenue efficiencies, plus significant cost containment. The transformation programme will also start to identify further opportunities for future

efficiencies and will design and develop options for radically different approaches to help secure longer term financial sustainability.

22. We have taken an integrated approach to financial and strategic planning. The refreshed transformation programme has been developed alongside budget planning and therefore the financial implications of this refresh are included in the MTFS and budget also presented to Cabinet on 28 January 2020.

LEGAL IMPLICATIONS – MONITORING OFFICER

23. This report acknowledges that as the transformation programme progresses, if changes to service provision are proposed there may be a need for engagement and, in appropriate cases, consultation with residents and other stakeholders, together with ongoing review of the potential equality implications arising.

EQUALITIES AND DIVERSITY

24. There are no direct equality implications arising from the next phase of transformation. A key strategic principle at the heart of the Organisation Strategy, and therefore this programme, is to ‘focus on ensuring no-one is left behind’. This commits us to working with some of the most vulnerable people in Surrey, and their communities, to help them break down the barriers they face and access opportunities that improve their quality of life and reduce inequalities in life expectancy.
25. When approving the transformation programme, the Cabinet must comply with the Public Sector Equality Duty as set out in section 149 of the Equality Act 2010 (Equality Act) which requires it to have due regard to:
- “eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”
26. As the transformation portfolios and programmes are progressed over the coming months, Equality Impact Assessments may be needed depending on the nature of the changes proposed through the transformation programmes, and their impacts on residents and staff. These will be presented to Cabinet as and when decisions on these programmes are required.

WHAT HAPPENS NEXT:

27. If the recommendations are agreed, the next steps will be as follows:
- The refreshed transformation programme will be communicated to residents, staff, partners and other key stakeholders
 - The constituent programmes will be led and delivered by the respective Cabinet Members and Executive Directors
 - The Executive Director for Partnerships, Prosperity and Transformation (Michael Coughlin) and the Director for Transformation (Marie Snelling) will lead the

application of a robust portfolio management framework to provide oversight and assurance

- Pending Cabinet (28/01/20) and Council (04/02/20) agreement of the MTFS report specific investments in transformation will be drawn down when required to enable delivery of resident outcomes and financial benefits
- Specific programmes will run co-design and engagement exercises with residents, partners and other stakeholders to help design and develop new approaches
- All decisions in relation to specific constituent programmes and projects will be continue to be subject to consultation and decision making protocols in line with the Council's Constitution and Scheme of Delegation
- Select Committees will continue to help shape and scrutinise programmes within their respective remits
- The programme will be continue to be revised so it responds to changing needs and new opportunities, with a further formal refresh scheduled for January 2021 alongside the next MTFS

Contact Officers:

Marie Snelling, Director for Transformation, Transformation Support Unit, 07971 664631

Consulted:

Cabinet Members

Corporate Leadership Team

Extended Leadership Team and staff working on transformation projects

Appendices:

Appendix A – Transformation Programme: strategic summary of next phase

Appendix B – Transformation Programme: guide to individual programmes

Sources/background papers:

- [Organisation Strategy 2020-25 and next phase of transformation](#), Report to Cabinet 29 October 2019
- [A Community Vision for Surrey in 2030](#), Report to Council 9 October 2018
- Surrey Health and Wellbeing Strategy, available at https://www.healthysurrey.org.uk/_data/assets/pdf_file/0007/197530/Surrey-Health-and-Wellbeing-Strategy-FINALV2.pdf

Transformation Programme

2020 update

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Strategic summary

In late 2018 we launched an ambitious transformation programme, stretching across all aspects of the council's work, to address immediate financial and performance challenges and start fundamentally reforming the function, form and focus of the organisation.

The transformation investment agreed by Council in 2018 and the subsequent hard work of our staff, Members and partners has helped to stabilise the organisation and address the critical immediate challenges we faced in 2018.

There are a number of important headline achievements we can reflect positively on, for example: new approaches that are improving our children's services; helping more adults remain independent in their own homes; and securing £52m of recurring efficiencies while protecting key services.

While our first phase of transformation since 2018 has been successful there is much more to do. There are further improvements to be made to critical services that our residents depend on. The financial outlook remains incredibly challenging with demand rising and uncertainty over future funding. Our residents rightly have growing expectations about how we work with them and use new technologies effectively.

With this in mind, our next phase of transformation will be centred on the ambitions and priorities in our new Organisation Strategy 2020-25, in turn ensuring that we play a full role in achieving with our partners the ambitions in our Health and Wellbeing Strategy and Vision for Surrey in 2030.

It also introduces new programmes tackling complex issues - such as the climate emergency, mobility, health and care integration, and economic growth - that will only be successful through joint effort between all public organisations, the voluntary, community and faith sector, academia, businesses, and, critically, communities themselves.

We are also consciously moving towards a place-based approach, better aligning service activity and public resource around the needs of people and places rather than organisational boundaries and functions.

At the same time our programmes and projects must and will continue to help unlock efficiencies and find ways to ensure longer term financial sustainability.

To do all this we will make a further set of thoughtful one off investments so we have the capacity and capabilities to deliver practically on our ambitions for residents, both now and into the future. This vital investment - combined with the dedication, ideas and skills of our staff and Members working alongside all our partners and our communities – will make our transformation real.

As we progress this ambitious and wide ranging programme we will remain focused on our ultimate purpose: creating better lives and a better place, improving the quality of residents' lives and reducing the inequality in life expectancy that currently exists across the county.

Tim Oliver (Leader, Surrey County Council) &
Joanna Killian (Chief Executive, Surrey County Council)

January, 2020

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The story so far

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We started to transform in 2019 and have made positive progress so far

50%

reduction in average caseloads for children's social workers and new family focused approaches introduced, with Ofsted concluding "children's services have substantially improved" (December 2019)



680

staff in adult social care trained in a new approach that promotes independence and wellbeing



5,000

Safe and Well Visits to reduce the risk of fire in the homes of Surrey's more vulnerable residents



Page 249

86%

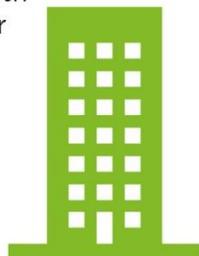
of all safeguarding or multi-agency partner enquires are now responded to in under 6 hours through the new Children's Single Point of Access (C-SPA) ensuring children and families receive quicker help – a significant improvement on the average of 3 days this used to take



Three sites agreed with the potential to offer

165

specialist adapted homes for elderly residents (towards a 10 year target of 725), to increase their independence and reduce hospital admittance



883

new specialist school places in mainstream and special schools planned for children with Special Educational Needs and Disabilities



835

residents have used a new webchat service, getting a quick and efficient response to their queries



350,000

hours of staff time (per year) freed up for more important work by the use of software robots to automate data processes across the organisation



£52m

efficiencies between 2018-20 bringing financial stability



Nine of our projects are now embedded into how we work



Highways transformation

Over **70%** of issues with highways now reported by residents more easily online



Strategic commissioning

Increased role for local communities in designing services, such as the Greener Future design challenge



Community Recycling Centres

3rd best council in the UK for recycling



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Spans and layers

17 services re-organised, enabling staff to make quicker decisions



Governance and democratic support

Updated Constitution and Select Committee structure to improve

decision making



Fees and charges

Ensuring **appropriate charges** that can be re-invested in vital services



Finance transformation

Finances stabilised - supported by better processes, staff training, and a new

finance team structure



Orbis value for money

£4m efficiencies through shared support functions with East Sussex County Council and Brighton and Hove City Council

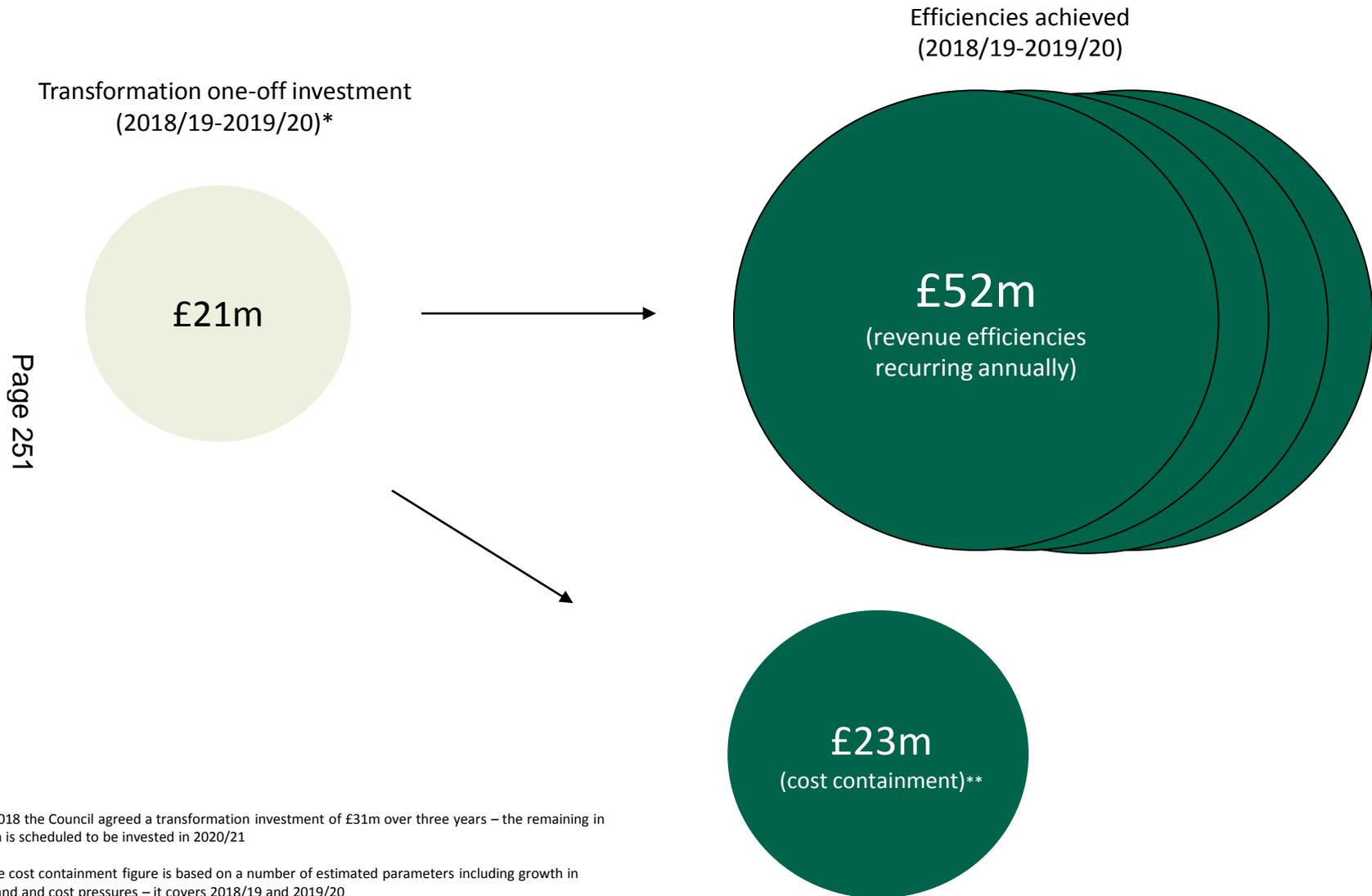


Performance management and management information

Better **data and reports** to track how well we are performing



In 2018/19 and 2019/20 the programme delivered a lasting financial return on investment



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*In 2018 the Council agreed a transformation investment of £31m over three years – the remaining in £10m is scheduled to be invested in 2020/21

**The cost containment figure is based on a number of estimated parameters including growth in demand and cost pressures – it covers 2018/19 and 2019/20

All figures based on actuals for 2018/19 and Q1-3 2019/20 and the forecast for Q4 2019/20

The next phase

Page 252

The next phase of transformation will deliver on our strategic priorities for 2020-25

Tackling inequality

Working with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy for everyone.



Supporting independence

Helping residents help themselves and each other within their community.



More joined up health and social care

Integrating health and council services so they're more effective, efficient and seamless for residents.



Creating a greener future

Tackling the causes of climate change and become a carbon-neutral county as soon as possible.



Embracing Surrey's diversity

Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity.



Partnership

Working with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities.



Supporting the local economy

Investing in the infrastructure Surrey needs to build a strong and resilient economy.

Digital revolution

Making the most of new technology to innovate and improve services, and the way we work, to help Surrey and residents thrive.

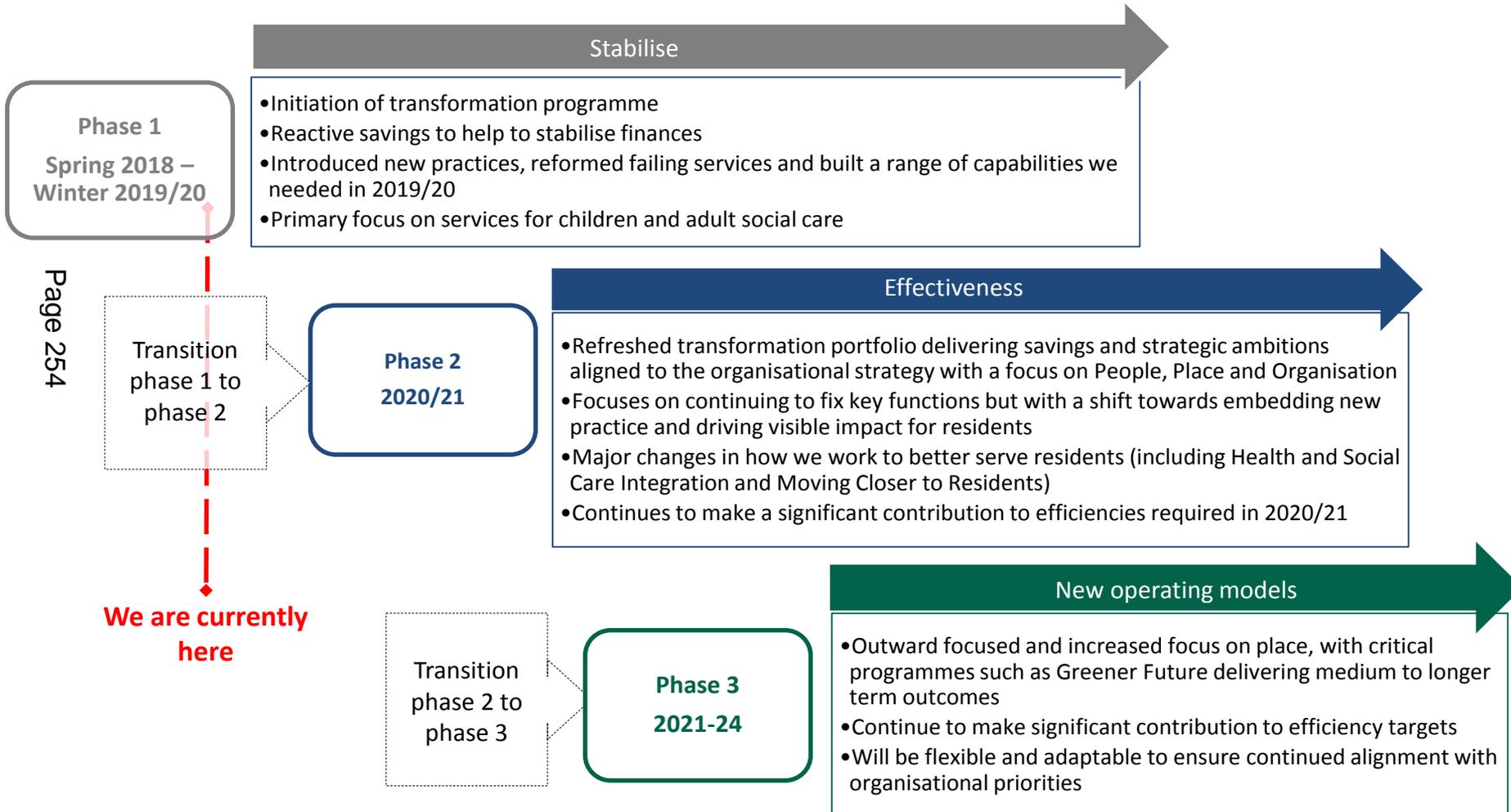


THE PRINCIPLES GUIDING OUR WORK:

- 1 Focus on ensuring no one is left behind**
- 2 Take a fresh approach to working in partnership**
- 3 Support people to help themselves and each other**
- 4 Involve and engage residents earlier and more often in designing and delivering services, and responding to challenges**

It builds on what we've achieved to date and reflects the shift from service based improvements to wider challenges and opportunities

Phases of transformation



The overall programme is organised into three “portfolios” – within these are individual programmes and projects at different stages of development

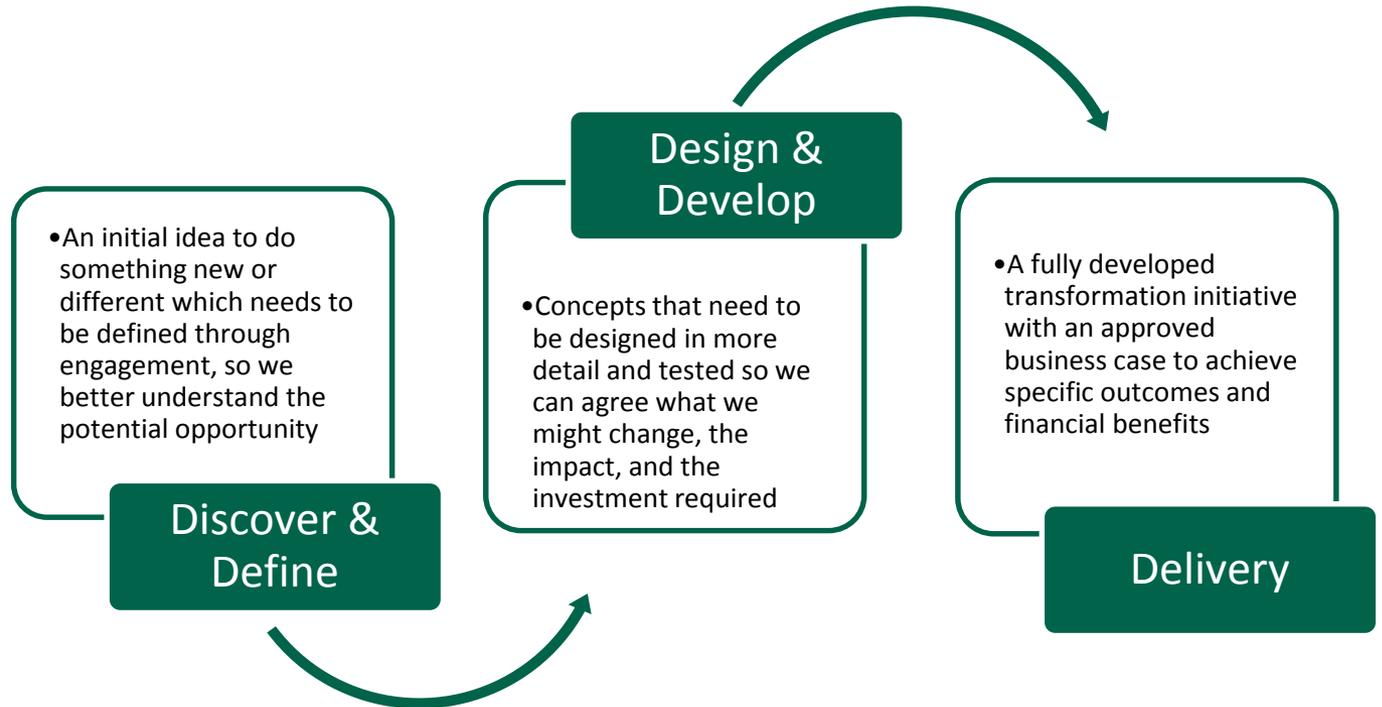
Portfolio areas

PEOPLE

PLACE

ORGANISATION

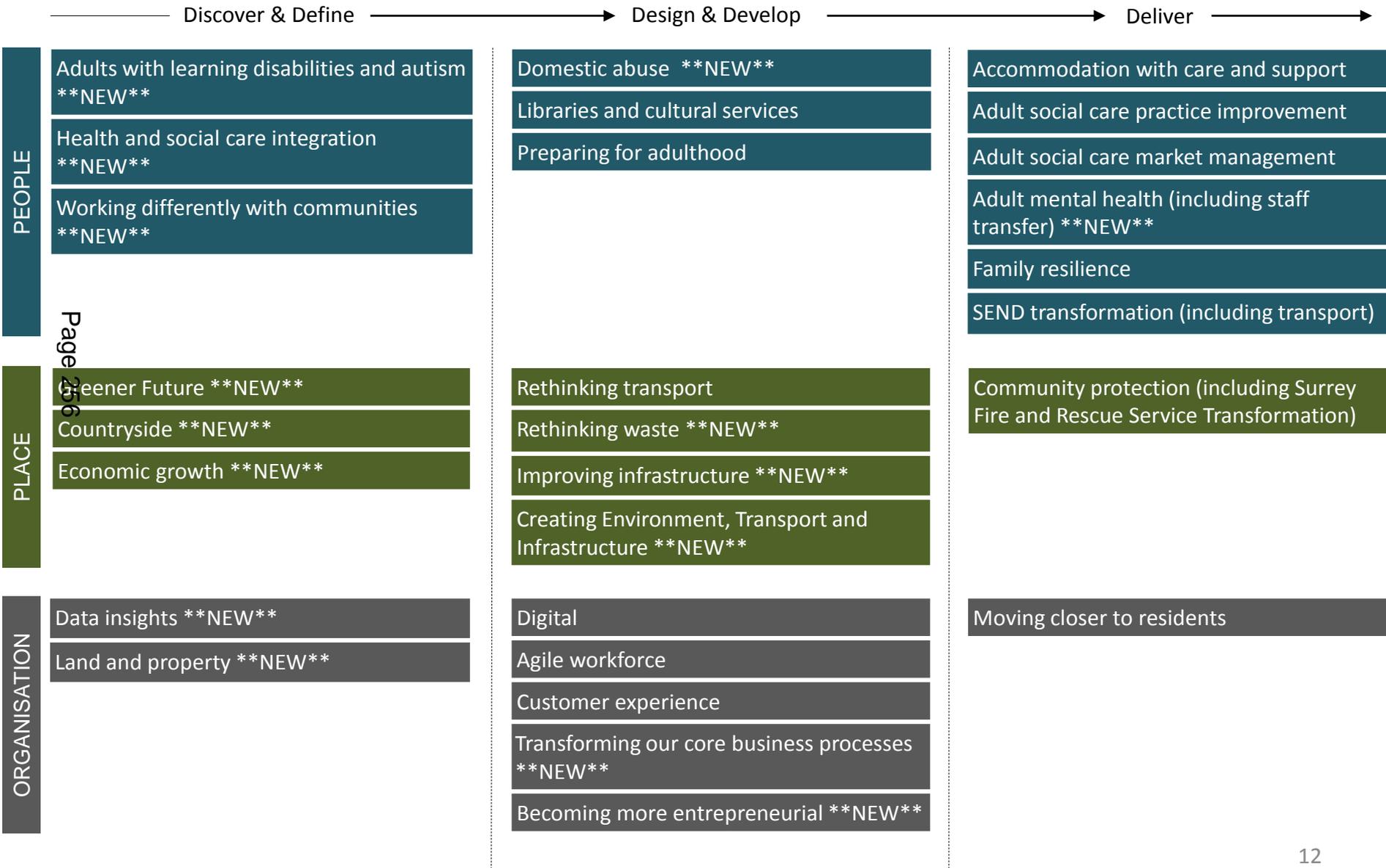
Three stages of transformation



Note that while each individual programme will, in overall terms, be at one of the three main stages at any point in time, for a large scale programme there could be sub-projects at different stages

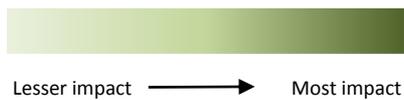
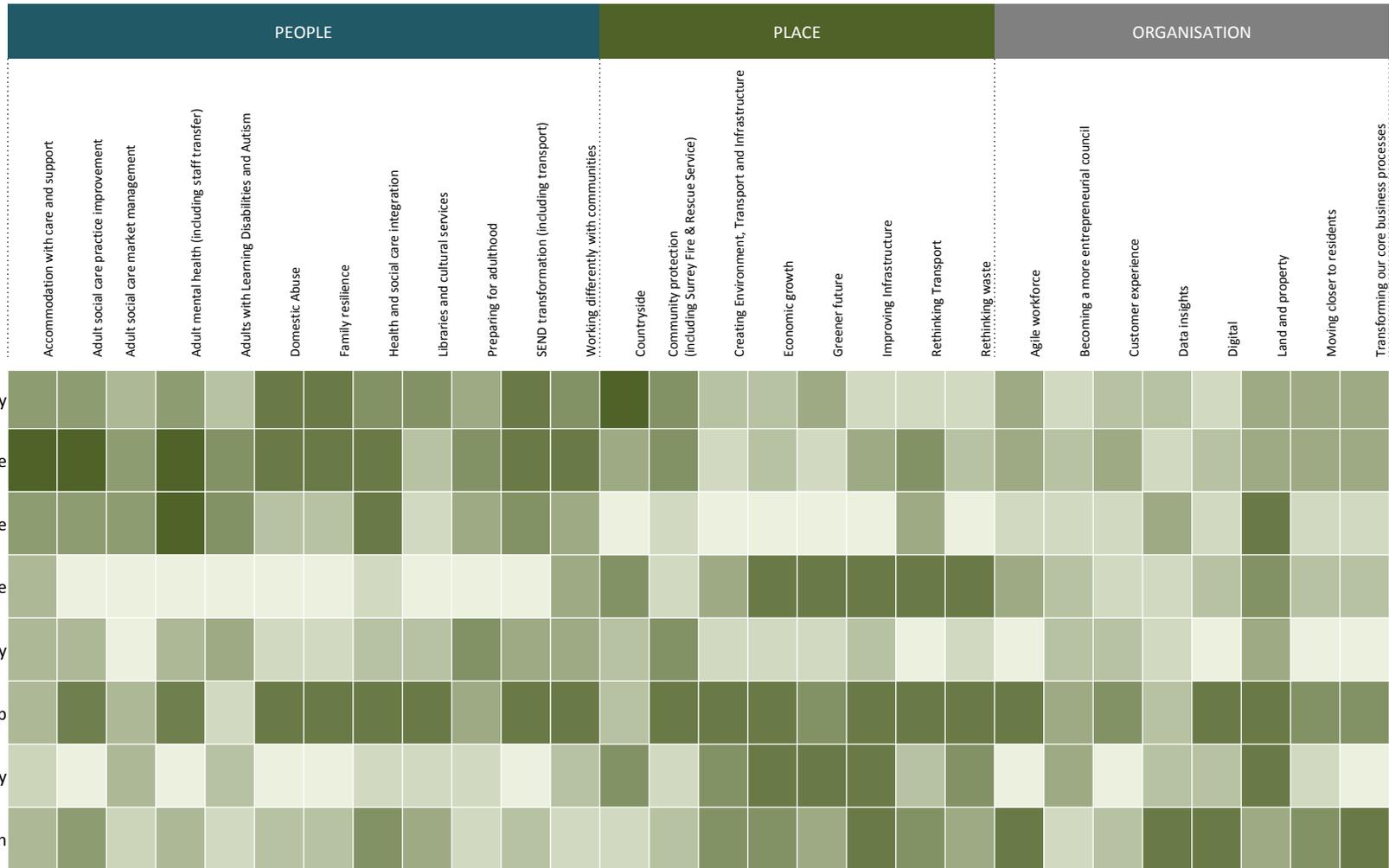


There are 28 individual programmes across different stages: 13 are continuing and 15 are newly introduced into the transformation programme



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The programmes ensure we make an impact across all our strategic priorities



They will also make a significant contribution to the efficiencies and cost containment we need to achieve as part of our MTFS

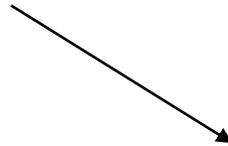
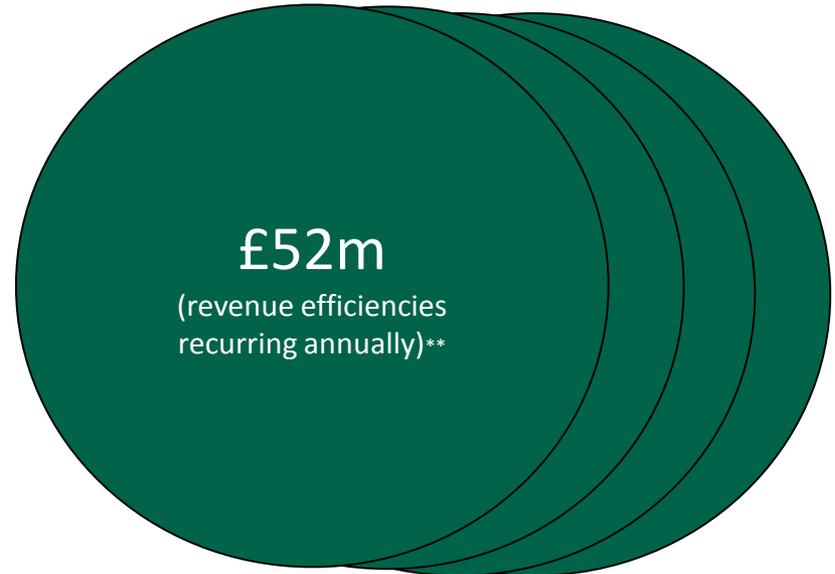
Transformation one off investment
(2020/21-2022/23)*



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Efficiencies expected
(2020/21-2024/25)



*The majority of this investment is scheduled to be invested in 2020/21 (£19m) with smaller amounts profiled into 2021/22 (£2m) and 2022/23 (£1m). Note also that £1m will be invested in Q4 2019/20 to support earlier achievement of efficiencies. As the transformation programme progress further opportunities for investment will be identified from 2021/22 onwards

**These are the minimum efficiencies that will be generated over the medium term - as the programme progresses additional efficiencies will be identified for 2021/22 onwards. These will be developed alongside future budget planning to ensure the transformation programme is flexed to respond to the emerging financial position

***The cost containment figure is based on a number of estimated parameters including growth in demand and cost pressures - it is for 2020/21 only

Overview of the three portfolios

Page 259

Deliver		Invest £m	Efficiency £m
Accommodation with care and support	Enhancing options for accommodation with care and support and improving the quality of life for residents that need these options, helping them to be independent for longer	1.2	7.5
Adult social care practice improvement	Supporting people to live fulfilling lives by having better conversations and enabling and promoting greater independence	2.9	6.7
Adult social care market management	Working closely with social care providers and developing improved commissioning capacity to manage the costs of care within available resources	0.2	-
Adult mental health (including staff transfer)	Improving mental health care services through new approaches and by working with partners to support people earlier and closer to home	0.3	0.9
Family resilience	Ensuring all children in the county receive the right help at the right time to enable them and their families to develop resilience to face future life challenges independently	1.0	2.4
SEND transformation (including transport)	Transforming the experiences of children and young people with Special Educational Needs and Disabilities in Surrey	2.0	5.1
Libraries and cultural services	Modernising libraries and cultural services across Surrey by involving the public and partners in creating efficient, effective and usable services that meet needs in their area	1.2	2.5
Design & Develop			
Domestic abuse	Stopping the cycle of domestic abuse by ensuring prevention, identification, intervention and support is provided at the earliest opportunity	0.07	-
Preparing for adulthood	Enabling young people with Special Educational Needs to develop the skills, knowledge and experiences that will enable them to lead fulfilled lives as adults and as independently as possible	1.0	-
Discover & Define			
Adults with learning disabilities and autism	Increasing the number of people with learning disabilities and autism that live independently in their own homes, with higher quality and integrated care and support, access to employment, life skills and friendship groups	0.6	13.9
Health and social care integration	Transforming health and social care so people can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing	1.0	-
Working differently with communities	Enabling and empowering people to have a strong connection with each other and the place where they live to support happier, healthier communities	0.05	-

- Those programmes with no specific efficiencies listed against them will be supporting and enabling cost containment, other listed efficiencies, and/or identifying potential future savings
 - The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the Medium Term Financial Strategy

11.5 39

The Place portfolio on a page

Deliver		Invest £m	Efficiency £m
Community Protection (including Surrey Fire and Rescue Service transformation)	Delivering a new Community Protection Group that better protects residents, provides value for money and focuses on prevention	1.2	1.4
Design & Develop			
Rethinking transport	Fundamentally shifting the county to a more sustainable relationship with transport and travel by developing new ways of working together and by drawing on new thinking, innovative technology and behaviour change techniques	0.7	1.5
Rethinking waste	Fundamentally shifting the way we deal with municipal waste within Surrey, creating new infrastructure and working with districts and boroughs in a more collaborative way to make efficiencies and reduce the production of waste, maximise recycling and reuse and minimise the use of landfill	0.2	0.8
Improving infrastructure	Fundamentally improving the infrastructure assets that the county holds, ensuring that we genuinely get the basics right while providing our Greener Future and Rethinking Transport ambitions with a delivery mechanism that is cutting edge, dynamic and able to respond to the context in which we are working	0.4	-
Creating Environment, Transport and Infrastructure (ETI)	Creating the ETI team and reshaping the current department to enable the delivery of our place ambitions. Preparing and developing leadership, and building understanding and capability to enable different ways to work with residents, communities and partner organisations	0.1	-
Discover & Define			
Greener future	Bringing together residents, partners and businesses to deliver the council's vision of being a zero carbon and resilient county by 2050 through an inclusive Climate Change Strategy and Action Plan	0.4	-
Countryside	Open up our countryside to improve access, encourage and support people to use our assets and spaces more regularly	0.3	0.3
Economic growth	Ensuring the council plays an active and effective role alongside all partners to shape and achieve "good growth" for Surrey; creating great places for people to live, work, learn and enjoy	-	-
		3.3	4.0

- Those programmes with no specific efficiencies listed against them will be supporting and enabling cost containment, other listed efficiencies, and/or identifying potential future savings
- The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the Medium Term Financial Strategy

The Organisation portfolio on a page

Deliver		Invest £m	Efficiency £m
Moving closer to residents	Adopting a modern, flexible approach to using council property and making sure services are located closer to residents to better serve their needs	0.3	0.6
Design & Develop			
Agile workforce	Enabling council employees to work from anywhere at anytime to provide services in the most effective way for residents in Surrey	2.2	-
Customer experience	Making people's experience of dealing with the council quicker, easier and better	0.5	0.2
Digital	The way we do digital enables better lives for all. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership to transform our culture and services that deliver better outcomes for the people and place of Surrey	2.3	-
Becoming more entrepreneurial	Being more creative, innovative, and entrepreneurial to help protect and invest in vital services by making better use our assets, opening up new services to residents, ensuring good value for taxpayers and sustainable services for future generations to use and enjoy	0.3	0.7
Land and property	Establishing and implementing a programme to improve the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council	0.5	7.0
Transforming our core processes	Transforming our core business processes through new enterprise wide software, providing centralised digital storage and a trusted source of accurate and timely financial, people and procurement data	-	-
Discover & Define			
Data insights	Actively using data to inform and develop the delivery of services to meet the needs of residents today and help plan for tomorrow	0.5	-
		6.6	8.5

- Those programmes with no specific efficiencies listed against them will be supporting and enabling cost containment, other listed efficiencies, and/or identifying potential future savings
- The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the Medium Term Financial Strategy
- There is also a transformation investment of £0.8m in 2020/21 for the governance of the overall programme and support to deliver it (Transformation Support Unit)

- Summary guide to each of the constituent programmes (see Appendix B)
- Contact: marie.snelling@surreycc.gov.uk (Director of Transformation, Surrey County Council)
- Website: <https://www.surreycc.gov.uk/council-and-democracy/finance-and-performance/our-performance/our-organisation-strategy/communications-and-engagement-strategy-2014-19>

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Transformation Programme

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2020 update

Guide to individual programmes

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Note

- Those programmes with no specific efficiencies listed against them will be supporting and enabling cost containment, other listed efficiencies, and/or identifying potential future savings
- The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the Medium Term Financial Strategy

PEOPLE

Accommodation with care and support

“Enhancing options for accommodation with care and support and improving the quality of life for residents that need these options, helping them to be independent for longer”



Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Mike Boyle, Interim Assistant Director Commissioning and Transformation
Programme Manager	Simon Montgomery

What is the programme ambition?

We want everyone to have a place they can call home, with appropriate housing for all, including adults with care and support needs. The programme aims to make sure that there are accommodation options which promote independence so that people get the health and care, support and information they need, and no one is left behind. This includes independent living accommodation and extra care accommodation schemes.

What will be different for residents?

- Residents with care and support will:
- Retain their independence for longer
 - Feel well and have a good quality of life
 - Feel supported by their communities
 - Have accommodation choices available to them to meet their range of health and care needs flexibly and responsively
 - Receive specialised placements and settings within the county if they have more complex needs
 - Get the right level of support at the right time and in the right way

How will we know it is successful?

- Increased availability of affordable extra care accommodation (purpose built accommodation with varying amounts of care and support) by 725 units, by 2030
- Shifting away from offering traditional residential care for people with mild to moderate needs, to one which provides a home for life for people with complex needs
- Reduction to the number of people with learning disabilities and/or autism in residential care by 40-50% over the next 5 years by expanding the development of new independent living provision
- Provision of specialist residential and nursing care beds across the county meets the population demand for 2028
- More settled accommodation options available for people to live independently with an individual care and support package based on their needs and preferences

Accommodation with care and support

“Enhancing options for accommodation with care and support and improving the quality of life for residents that need these options, helping them to be independent for longer”

Progress to date	Focus for the next phase
<ul style="list-style-type: none"> Agreed Accommodation with Care and Support Strategy, July 2019 Agreed route to market for three extra care schemes, October 2019 Defined the requirements for Independent living for individuals with learning disabilities and/or autism 	<ul style="list-style-type: none"> Commence tender exercise to secure providers and agree site development plan for extra care schemes Implement independent living programme to make a shift away from traditional residential care Continue to identify Surrey County Council owned sites for extra care housing or independent living

High Level Milestone Plan							
2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
<ul style="list-style-type: none"> Submit documentation to joint venture for two extra care schemes to be identified Identify those people suitable for independent living 	<ul style="list-style-type: none"> Initiate tender for one extra care scheme Implement approach to deal with any periods where independent living schemes are unoccupied 	<ul style="list-style-type: none"> Residential care home deregistration for independent living Develop procurement approach for independent living 	<ul style="list-style-type: none"> Agree site development plan for joint venture schemes including lease arrangements Agree business cases for new independent living arrangements 	<ul style="list-style-type: none"> Complete tender for extra care scheme Acquire planning consent for joint venture extra care schemes 	<ul style="list-style-type: none"> Commence build on joint venture extra care schemes Award contract for one extra care scheme following tender 		<ul style="list-style-type: none"> Submit planning application on tender extra care scheme

Transformation investment and efficiencies (2020/21 – 2024/25)	
Total investment	£1.2m
Total expected efficiencies	£7.5m

Adult social care practice improvement

PEOPLE

“Supporting people to live fulfilling lives by having better conversations and enabling and promoting greater independence”



Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

The programme aims to promote people’s independence and wellbeing by using a strengths based approach across adults social care. We will adopt an approach that draws on a person’s abilities and what they can do, supported by their families and communities, to achieve the life they want for themselves. This includes having access to information and advice to help them to look after their own health and well-being, getting short-term help so they can carry on their lives as independently as possible and assessing their long-term needs when they are at their best. We will also review our reablement services, which supports recovery and helps people get back on their feet, and maximise our use of digital technology to help maintain or increase people’s independence.

What will be different for residents?

- Better ability to access information and advice to help people look after their own health and well-being, in both the short and long term
- Regular reviews of the care and support provided to ensure it is appropriate and proportionate to meet the assessed needs
- Increased choice and control for residents through direct payments
- Available resources better targeted to residents and more efficient practices and decision making
- Having access to on-line support
- Improved services and join up between health and care teams that help keep people at home and out of hospital
- Improved reablement service offer

Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Liz Uliasz, Deputy Director, Adult Social Care
Programme Manager	Gurdish Sandhu

How will we know it is successful?

- More residents living healthy, active and fulfilling lives
- More responsive and progressive health and social care support
- More residents able to contribute to community life
- Higher levels of independence, reflected in lower average cost of care packages

Adult social care practice improvement

“Supporting people to live fulfilling lives by having better conversations and enabling and promoting greater independence”

Progress to date

- Developed and launched strengths based practice model
- Started to review existing packages of support in a targeted way to ensure they meet people's needs
- Started digital technology development and agreement for community based staff to have mobile devices
- Worked in partnership with the Social Care Institute for Excellence (SCIE) to identify improved ways of working that will best support people's independence

Focus for the next phase

- Develop strengths based practice through training, support and new ways of working – this will include using reflective practice sessions, motivational interviewing techniques, and psychologically informed case management
- Continue to review packages of support to ensure they meet people's needs
- Roll out new IT equipment (hybrid devices) that will enable frontline staff to spend more time with those they are supporting and capture data and information more effectively
- Identify how new technologies can be used to help keep people independent and well – we call this “technology enabled care” (TEC)
- Improvements to reablement services

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2
<ul style="list-style-type: none"> • Roll out new IT hybrid devices • Reflective Practice sessions to support staff 	<ul style="list-style-type: none"> • Start work on technology enabled care (TEC) • Improvements to reablement services 	<ul style="list-style-type: none"> • Targeted reviews completed • Agree next phase of transformation work

Transformation investment and efficiencies (2020/21 – 2021/22)

Total investment

£2.9m

Total expected efficiencies

£6.7m

Adult social care market management

PEOPLE



Strategic Priorities – Focus for 2020-25

	Tackling inequality	■	■	
	Supporting independence	■	■	■
	More joined up healthcare	■	■	■
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership	■	■	
	Supporting the local economy	■	■	
	Digital revolution	■		

Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Mike Boyle, Interim Assistant Director Commissioning and Transformation
Programme Manager	John Steele

What is the programme ambition?

We want people in Surrey to live safely and independently for as long as possible, irrespective of their age. The programme aims to improve how we work with organisations that provide social care services. We will develop our commercial and contract management expertise and aim to influence the price and quality of services. We will strengthen how we commission social care and our capacity by transforming our workforce. We will lessen the price increases to care packages and reduce the price of care packages that are outside the benchmarks.

What will be different for residents?

- Services and support that meets peoples' needs and ensures good value
- The right support through better use of resources

How will we know it is successful?

The following areas will be measured to ensure that the project is on-track:

- Reduced cost of social care packages
- Time period analysis of costs and components
- Benchmarking of packages against other Local Authorities
- Positive feedback from service users
- Shared vision and buy-in across stakeholders
- Greater number of options available in the market

Adult social care market management

“Working closely with social care providers and developing improved commissioning capacity to manage the costs of care within available resources”

Progress to date

- Introduced a new structure and organisation of commissioning roles
- Implemented a new process to ensure best value from contracts with social care providers

Focus for the next phase

- Build the new process for managing contracts into business as usual
- Implement a central placements team to ensure that the right support can be provided to residents at good value
- Deliver planned cost containment

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> • Restructure of commissioning functions • Manage inflation requests from providers for 19/20 	<ul style="list-style-type: none"> • New process to manage inflation requests goes into business as usual • Start central placements project 	<ul style="list-style-type: none"> • Residential and nursing placements team in place • Domiciliary care services placements team in place 	<ul style="list-style-type: none"> • Learning Disability and Physical Disability placements team in place

Transformation investment and efficiencies (2020/21)



Adult mental health

(including staff transfer)

PEOPLE

“Improving mental health care services through new approaches and by working with partners to support people earlier and closer to home”



Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

The programme exists to help improve mental health and care in Surrey, by combining services and integrating the approach to mental health with physical health and social wellbeing. We will aim to balance preventative and community resources and reduce reliance on costly residential and institutional care. Staff and mental health cases have been moved back to Surrey County Council from the NHS. We will develop a clear plan and approach to commissioning mental health services, support a strength based approach and ensure we are clear about what adult social care mental health services provide. By doing this we aim to prevent and reduce the need for secondary care services and have interventions that build skills and confidence in skills for daily living.

What will be different for residents?

- Greater independence for people with appropriate links to community, family, and universal services from the use of a strength based approach
- Consistent access to services at the right time to prevent the need for long term care and support
- Faster access to services through improved commissioning, pathways and the increased use of technology enabled care
- Regained confidence and skills to enabling people to live independently through a recovery and move-on approach

Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Liz Uliasz, Deputy Director, Adult Social Care
Programme Manager	Gurdish Sandhu

How will we know it is successful?

- Increase in the number of people with long term progressive outcome focused care and support plans
- Improved social care statutory compliance and Health contractual key performance indicators measured through agreed performance and quality metrics
- More people being supported at the right time with short term interventions, preventing the need for longer term care and support

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Adult mental health

(including staff transfer)

“Improving mental health care services through new approaches and by working with partners to support people earlier and closer to home”

Progress to date

- Termination of Section 75 agreement with Surrey and Border Partnership NHS Foundation Trust, to share staff and other resources
- Completion of preparatory work to plan the transition of staff and mental health cases to Surrey County Council to ensure that safety is prioritised and impact on service users minimised
- Appointed key managerial posts
- Begun staff transition

Focus for the next phase

- Complete safe transition of staff and mental health cases to Surrey County Council
- Develop new approach and delivery plan to achieve the aims of the programme

High Level Milestone Plan

2019/20 Q4

2020/21 Q1

- Staff transition to Surrey Country Council
- Begin development of new approach

Transformation investment and efficiencies (2020/21 – 2021/22)

Total investment

£0.3m

Total expected efficiencies

£0.9m

Adults with learning disabilities and autism

“Increasing the number of people with learning disabilities and autism that live independently in their own homes, with higher quality and integrated care and support, access to employment, life skills and friendship groups”



Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

The programme will enable people to live safely and independently for as long as possible, irrespective of age, and improve the quality of life for our most vulnerable residents. We will make the best possible use of available resources within local authorities, community and partner organisations, and deliver appropriate services. We aim to provide the right interventions so that we reduce the number of people within residential and nursing care and, therefore, increase the number of people in independent living. We also aim to target reviews to provide appropriate and proportionate care and support that meets people’s needs and achieves positive results for them.

What will be different for residents?

- A more personalised and co-ordinated approach for supporting people with learning disabilities and autism
- Faster and more modern access to services through technology enabled care
- Residents being supported by learning disabilities and autism services will experience service providers supporting them with life-long skills for independence and fulfilment in social activities

Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Steven Hook, Assistant Director of Disabilities
Programme Manager	Gurdish Sandhu

How will we know it is successful?

- Increased number of reviews and reduction in the backlog of cases
- More residents with learning disabilities and autism having a home of their own to live independently
- Half as many people with learning disabilities and autism living in residential care within five years
- Increase in the number of people with long term progressive outcome focused care and support plans

Adults with learning disabilities and autism

“Increasing the number of people with learning disabilities and autism that live independently in their own homes, with higher quality and integrated care and support, access to employment, life skills and friendship groups”

Progress to date

- Established new specialist learning disability and autism service

Focus for the next phase

- Establish a new duty function to respond to resident and professional enquiries and safeguarding concerns
- Increase activity on reviews and deliver efficiencies
- Develop a new approach and model with partners so people benefit from more personalised and co-ordinated support

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2
<ul style="list-style-type: none"> • New service is stabilised 	<ul style="list-style-type: none"> • Embed and further develop the new service • Improve join up with partners as part of new approach 	<ul style="list-style-type: none"> • Agree next phase of programme and further milestones

Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment	£0.6m	Total expected efficiencies	£13.9m
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Domestic abuse

PEOPLE

“Stopping the cycle of domestic abuse by ensuring prevention, identification, intervention and support is provided at the earliest opportunity”



Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey’s diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

The programme will radically transform our domestic abuse services across Surrey to ensure the best outcomes for those affected by domestic abuse. Surrey County Council and partners are working together to redesign and deliver more integrated services that are the best value for money, improve long term outcomes for survivors of domestic abuse and address perpetrator behaviour. The programme aims to deliver a partnership ambition that is articulated in the Surrey Against Domestic Abuse Strategy (2018-2023), to transform domestic abuse services in Surrey.

What will be different for residents?

- Community based services that recognise, understand and respond appropriately to coercive control and all aspects of domestic abuse
- Services that work with survivors and children to best meet their needs and increase safety and freedom
- Seamless services that support and enable residents who have multiple needs and/or complex needs to access support in a non-judgemental way

Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney (Cabinet Member for Adults and Public Health), Mary Lewis (Cabinet Member for Children, Young People & Families)
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Carl Bussey, Assistant Director Safer Communities
Programme Manager	Emma Atkins

How will we know it is successful?

- Increased reporting of domestic abuse including coercive control
- Feedback from survivors, reporting they are at the centre of all work, that they are believed and supported at the earliest opportunity
- Consistent access to services across the county which deliver needs-led, strengths based and trauma informed support
- A mature partnership including pooled budgets, resources and reporting
- Long term reduction in domestic abuse crime in Surrey
- Decreased re-offending rates for perpetrators

Domestic abuse

“Stopping the cycle of domestic abuse by ensuring prevention, identification, intervention and support is provided at the earliest opportunity”

Progress to date	Focus for the next phase
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- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Developed and agreed ambition and approach for programme with partners through various events Established programme team | <ul style="list-style-type: none"> Hold events to develop prototypes for new services and better ways of working Confirm partnership funding to progress new ideas Through engagement and research define what we need from improved domestic abuse services Award new contract |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
<ul style="list-style-type: none"> Agree initial business cases Plan and hold partnership events Commence work on prototyping 	<ul style="list-style-type: none"> Complete specifications for prototypes 	<ul style="list-style-type: none"> Engage market Publish tender for prototypes Evaluate bids Award contract for prototypes 	<ul style="list-style-type: none"> Start contract for prototypes 	<ul style="list-style-type: none"> Test and evaluate prototypes 	<ul style="list-style-type: none"> Complete evaluation of prototypes Develop specification for services 	<ul style="list-style-type: none"> Go out to tender to provide services 	<ul style="list-style-type: none"> Award contract for services

Transformation investment and efficiencies (2020/21)



Family resilience

“Ensuring all children in the county receive the right help at the right time to enable them and their families to develop resilience to face future life challenges independently”

PEOPLE

Transformation Phase:

(1) Discover and Define: ✓



(2) Design and Develop: ✓



(3) Deliver:

In progress

Strategic Priorities – Focus for 2020-25

	Tackling inequality					
	Supporting independence					
	More joined up healthcare					
	Creating a greener future					
	Embracing Surrey's diversity					
	Partnership					
	Supporting the local economy					
	Digital revolution					

What is the programme ambition?

The programme is in the final year of delivery and will embed new ways of working. The aim of the programme is to ensure profound and rapid improvements to children’s services in Surrey so that all children in the county receive the right help at the right time. We will enable them and their families to develop resilience to face future life challenges independently. The programme also aims to turn around our Ofsted rating and achieve financial sustainability. We will offer children and their families help at the earliest opportunity, and there will only be interventions only when necessary. We will use our network of partners in the best way and across all levels of need, and focus on ongoing development, retention and recruitment of staff. We will fundamentally shift our services and the way we operate so they are driven by early support and prevention.

What will be different for residents?

- Services driven by early support and prevention
- A remodelled front door and the creation of family hubs that consolidate support services in local centres
- Integrated services to support young people on the edge of care called the ‘No Wrong Door’ project
- Increased number of Surrey foster carers and innovative approaches to keeping children in our care locally
- Potential changes to the number and location of children’s centres
- Modernised youth services through consultations with the public and partners

Who is leading the programme?

Cabinet Lead(s)	Mary Lewis, Cabinet Member for Children, Young People & Families
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Jacque Burke, Director, Family Resilience & Safeguarding and Tina Benjamin, Director Corporate Parenting
Programme Manager	To be confirmed

How will we know it is successful?

- Improved outcomes for children and families.
- Achieve an Ofsted rating of at least “Good” within five years

Family resilience

“Ensuring all children in the county receive the right help at the right time to enable them and their families to develop resilience to face future life challenges independently”

Progress to date

- Completed restructure of services and new ways of working
- Surrey Academy in place, providing training and development to staff and partners

Focus for the next phase

- Consult on youth services and implement new ways of working
- Roll out of the Fostering Network family support model
- Develop and implement the ‘No Wrong Door’ model

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none">• Start work on ‘No Wrong Door’ initiative		<ul style="list-style-type: none">• Implement new approach to youth services		<ul style="list-style-type: none">• Closure of Programme

Transformation investment and efficiencies (2020/21 – 2021/22)

Total investment

£1.0m

Total expected efficiencies

£2.4m

Health and social care integration

PEOPLE

“Transforming health and social care so people can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing”



Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive, SCC Matthew Tait, Chief Operating Officer, Surrey Heartlands
Accountable Executive [Director]	Marie Snelling, Director of Transformation, SCC
Programme Manager	To be appointed March 2020

What is the programme ambition?

This is a partnership programme, with the council and Surrey Heartlands Health and Care Partnership (Surrey’s Integrated Care System) working collaboratively to establish and deliver a single portfolio of transformative change at system wide level. It builds on the positive initiatives and approaches already underway by prioritising driving the transformation activity that will make the biggest impact for our residents – so they can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing. This partnership work includes a number of key individual programmes and projects, each of them significant in their own right:

- New models of care: designing a new outpatients service and testing radical local approaches that support people’s independence
- Best start in life (“First 1,000 days”): working with children and families so every child has the best start in life and no one is left behind
- Learning disabilities transformation: joining up health and care support for people with learning disabilities
- Emotional wellbeing and mental health: earlier, more joined up, and locally available support for children, adolescents and adults
- Cross cutting: joint work cross cutting areas that can support better outcomes and value for residents (estates, digital, workforce, communities, finance, data intelligence)

As well as enhancing what we achieve right for our communities, we can better demonstrate our ability as a system to deliver benefits, change and value for money; in turn strengthening our case for further devolution and re-investment in our communities

What will be different for residents?

- Residents better enabled to support themselves and access joined up services in a way that suits their needs
- Care to be delivered in or close to people’s homes
- More support in local communities to help people be healthy and well
- Better value from more joined up health and care services

How will we know it is successful?

- Further measures will be developed for each individual programme, but key indicators of success include:
- Evidence of more health and care support at early stages, with more people supported at home and in their community
 - Increased use of digital technology enabling a reduction in face to face outpatient encounters
 - Improved school readiness
 - Increased local provision and reduced spend on out of county services

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Health and social care integration

“Transforming health and social care so people can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing”

Progress to date

This improved approach to our joint transformation goals is starting now but it builds on the positive progress made to date which includes:

- Establishing integrated intermediate care services between Adult Social Care reablement teams and Rapid Response teams in Health
- Using our devolution status to take a more explicit role in the development of specialised services, immunisation and some elements of dental services
- Starting to test new ways of working around early intervention and social, emotional and mental health needs

Focus for the next phase

- Build on work so far by developing specific programme plans for each of the major joint areas of joint transformation, ensuring the opportunities, costs and benefits for each one are clear
- Establish an Integrated Transformation Support Unit to co-ordinate and drive the delivery of the changes
- Ensure the new joint approach helps accelerate changes and improvements to services in particular where there are current performance challenges such as waiting list for CAMHS (Child and Adolescent Mental Health Service) support

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2
<ul style="list-style-type: none"> • Communicate the joint priorities for transformation • Establish the Integrated Transformation Support Unit 	<ul style="list-style-type: none"> • Complete discovery and definition work on all programmes including engagement with all stakeholders 	<ul style="list-style-type: none"> • Refreshed programme plans for all individual programmes in place (with key milestones for each one confirmed)

Transformation investment and efficiencies (2020/21)



Libraries and cultural services

PEOPLE

“Modernising libraries and cultural services across Surrey by involving the public and partners in creating efficient, effective and usable services that meet needs in their area”



Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

The programme aims to modernise Library and Cultural services and focus resources on addressing social issues and the needs of local residents and communities. The programme includes working with each District or Borough in realistic timeframes that enable the changes to be evaluated and bedded in. We will make sure we effectively use available resource, investing in key libraries that best serve the public good. We will do this by using the principles included in the public consultation in January 2019. Changes will include:

- New services designed by working together with the public and partners (co-designing)
- A new staffing structure from leadership to frontline positions
- New Community Library services in the future, building upon the most effective libraries we have now and enabling communities to set up and maintain their own libraries

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What will be different for residents?

- Being able to meaningfully participate in designing their own library services
- Having varied and diverse community spaces that allow for increased social wellbeing and outreach
- Being able to volunteer and grow in independence, which will have a positive impact on life learning and overall experiences

Who is leading the programme?

Cabinet Lead(s)	Julie Iles (Cabinet Member for All-Age Learning), Mark Nuti (Deputy Cabinet Member)
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Liz Mills, Director, Education Lifelong Learning and Culture
Programme Manager	Tom Newman

How will we know it is successful?

- Modern library service maintained in each area
- Increased resident participation
- Achievement of financial sustainability through reduced net costs and increased income
- Attracted new partners and new investment locally and nationally
- Have multi purpose buildings with embedded offer from partners and community

Libraries and cultural services

“Modernising libraries and cultural services across Surrey by involving the public and partners in creating efficient, effective and usable services that meet needs in their area”

Progress to date

- Direction and plans for modernising Library services approved by Surrey County Council Cabinet
- Engaged with all District and Borough Councils
- On track to achieve savings for 2019/20

Focus for the next phase

- Working with the public and partners to design future Library services
- Developing our workforce to deliver the new modern service
- Consultation with the public (where required)

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> • Develop phased plan for co-design • Start phase one of co-design 	<ul style="list-style-type: none"> • Start phase two of co-design 		<ul style="list-style-type: none"> • Start development plans for Libraries

Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment

£1.2m

Total expected efficiencies

£2.5m

Preparing for adulthood

(SEND)

PEOPLE

Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

Who is leading the programme?

Cabinet Lead(s)	Julie Iles, Cabinet Member for All-Age Learning
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Eamonn Gilbert, Assistant Director – Commissioning SEND and LAC
Programme Manager	Julia Laird

What is the programme ambition?

The ambition of the programme is to increase the proportion of young people with special educational needs (SEN) who are appropriately supported to develop the skills, knowledge and experiences that will best enable them to live appropriately independent and fulfilled lives when their Educational Care and Health Plan (EHCP) has ceased and they have transitioned to their next steps. This programme will help ensure there is early intervention to help combat the need for more support to prepare young people for adulthood, and enable us to work with families to better align the services they receive with adult services and support. We will reduce the cost of adult social care support by ensuring young people are better prepared and more independent. We aim to double the number of young people (post 16) who are on a vocational pathway. We will equip them with the tools and practical skills needed for employment and help integrate them within their community.

What will be different for residents?

- Young residents will feel more integrated in the community leading to enhanced wellbeing and be better equipped to live and work in the community through access to vocational pathway options
- Young residents will be closer to family, friends and remaining in their familiar community, building and keeping those links which have been established and developed throughout their transition
- Easier access to options and opportunities in Surrey such as supported internships
- Better awareness of Continuing Health Care (CHC) and being able to access appropriate support from health, if health is deemed to be the young persons primary need or has a significant impact

How will we know it is successful?

- Increased employment, therefore fewer individuals on the NEET (Not in Education, Employment, or Training) pathway
- A greater proportion of young people with SEN having multi-year support plans
- Increased number of places for young people in for supported internships, traineeships, apprenticeships and employment

Preparing for adulthood

(SEND)

“Enabling young people with Special Educational Needs to develop the skills, knowledge and experiences that will enable them to lead fulfilled lives as adults and as independently as possible”

Progress to date

- Implemented first phase continuing healthcare (CHC) training
- Developing guide to services including an easy read version
- Initiated post 16 EHCP multidisciplinary panel to encourage multi year support planning and more consistent decision making

Focus for the next phase

- Commission a range of services including supported internships
- Review of the services we deliver and collation of feedback
- Perform CHC training at special schools

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> • Information sessions for parents and young people to engage them in the proposed changes 	<ul style="list-style-type: none"> • CHC training in special schools 	<ul style="list-style-type: none"> • Review of service delivery and feedback 	<ul style="list-style-type: none"> • SEN placements identified for the new academic year 	<ul style="list-style-type: none"> • Start embedding new ways of working and new services

Transformation investment and efficiencies (2020/21)

Total investment

£1.0

Total expected efficiencies

Cost containment

SEND transformation

(including transport)

PEOPLE

“Transforming the experiences of children and young people with Special Educational Needs and Disabilities in Surrey”



Strategic Priorities – Focus for 2020-25

	Tackling inequality					
	Supporting independence					
	More joined up healthcare					
	Creating a greener future					
	Embracing Surrey's diversity					
	Partnership					
	Supporting the local economy					
	Digital revolution					

What is the programme ambition?

The programme will help deliver the “Surrey SEND Partnership Strategy 2019” and enable children and young people with special educational needs and disabilities (SEND) and their families to thrive. We aim to achieve financial stability. Partners in health, local authorities and education will work together to provide integrated services which place children’s needs at the heart. We will enable support to be delivered where it is needed (“graduated response”), and promote greater inclusion of children with SEND in their local community. By working together we will ensure the provision for children is sufficient, in-line with need, value for money and effective in preparing young people for adulthood.

What will be different for residents?

- Children’s SEND needs will be identified and responded to early, to prevent escalation. Those with high levels of need will be fast-tracked to appropriate support
- Young people will be supported to develop independence and resilience and have access to greater range of vocational opportunities
- Local provision will be more inclusive so that more children can be educated and supported closer to home in their local communities, which will also reduce the amount of (and costs) of travel
- Families will be equipped with the knowledge, information and tools they require to manage their child’s SEND needs, to access the right support, and be able to easily navigate SEND services

Who is leading the programme?

Cabinet Lead(s)	Julie Iles, Cabinet Member for All-Age Learning
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Liz Mills, Director, Education Lifelong Learning and Culture
Programme Manager	Helen Donelan-Bell

How will we know it is successful?

- Improved outcomes for children with SEND, including increased participation in employment, reduced school exclusions, increase in number of children attending mainstream settings and increased participation in education
- Increase in children’s needs met at an earlier stage, including reduction in the number of education, health and care plans (EHCP), improved access to therapies without an EHCP, and increased levels of SEN support
- Achievement of financial sustainability in delivery of SEND services including reduced spend on specialist independent provision, reduced spend on transport, and increased contributions from partner agencies to deliver support

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SEND transformation

(including transport)

“Transforming the experiences of children and young people with Special Educational Needs and Disabilities in Surrey”

Progress to date

- Conducted exploratory work with families and services to understand what the need is and what is currently happening across SEND services
- Updated programme in line with SEND strategy and achievement of financial sustainability.
- Started implementing new capital strategy, to deliver sufficient school places, and market management plan, to ensure value for money in the provider market, and activity underway
- Started rolling out “graduated response” (early identification and response) with implementation team set up, tools developed, multi-agency training underway, and Local Learning Fund in place.
- Broadened vocational services for young people aged 16+

Focus for the next phase

- Agree plan to realise benefits and associated indicators
- Undertake activities to strengthen operational improvements including establishing new decision-making structures
- Initiate and deliver work to establish SEND Front door, to improve early help
- Develop specific SEND strategy for children aged 0-4, which links with work being led by Surrey Heartlands around ‘First 1000 days’
- Develop a joint commissioning approach across local authorities and health, which includes securing an increased contribution from health to resource and deliver support services

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1
<ul style="list-style-type: none"> • Revise EHCP decision-making and governance • Establish new funding model for children aged 0-4 with SEND 	<ul style="list-style-type: none"> • Develop SEND strategy for ages 0-4 • New joint commissioning arrangements for specialist provision and support • Draft Travel Assistance policy 	<ul style="list-style-type: none"> • Deliver Continuing Health Care funding savings 	<ul style="list-style-type: none"> • Achieve increased use of maintained provision targets • Increase in young people on vocational pathways 		<ul style="list-style-type: none"> • Re-commissioning of health, including therapies

Transformation investment and efficiencies (2020/21)



Working differently with communities

“Enabling and empowering people to have a strong connection with each other and the place where they live to support happier, healthier communities”

PEOPLE

Transformation Phase:

(1) Discover and Define: In progress

(2) Design and Develop:

(3) Deliver:

Strategic Priorities – Focus for 2020-25

	Tackling inequality					
	Supporting independence					
	More joined up healthcare					
	Creating a greener future					
	Embracing Surrey's diversity					
	Partnership					
	Supporting the local economy					
	Digital revolution					

What is the programme ambition?

Surrey is embarking upon a system wide shift towards a more community centred approach, embedding principles of social action and community participation across the county in support of the Community Vision for Surrey in 2030. The core aim of the emerging programme of work is to allow Surrey to prototype new approaches which create the conditions for community initiated or led projects to flourish and enable system change to occur. The programme will act as a catalyst for fundamental change across the council in the way it approaches delivery with partners. This will include placing residents at the centre of resolving community challenges and adopting a focus on placed-based inequalities. There are two core components:

- Community of practice and leadership - establishing a leadership and learning network to share learning, best practice and provide support to enable ideas to flourish. We plan to identify a strategic learning partner with external knowledge and expertise to challenge the council and programme to think beyond the perceived art of the possible, helping to shape and deepen practice and help co-production and co-design within future prototypes
- Prototypes - encouraging a stronger spirit of community participation and foster greater community cohesion, particularly in areas experiencing the greatest inequalities. This will allow Surrey to prototype new approaches aimed at creating the conditions for community initiated or led projects to flourish and enable system change to occur

What will be different for residents?

- Residents and communities will be encouraged and empowered to develop community initiatives that respond to local needs. There will be greater opportunities and support for residents to set up their own projects and initiatives
- Residents will have more direct involvement in council services and decision making through co-design and co-production work

Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director for Transformation, Partnerships & Prosperity
Accountable Executive [Director]	Nicola Kilvington, Director for Insight, Analytics & Intelligence
Programme Manager	To be confirmed

How will we know it is successful?

- Residents feel able to speak up, express an opinion and to take the lead on issues they feel are important within their communities
- Lots of community activity initiated, not all of it involving the council
- Networked communities feel able to share information and grow social ties
- People know who to speak to in order to access advice and support
- No one left behind, people of all ages able to play an active, fulfilling part in their community, focus on reducing isolation and loneliness
- Residents feel pride and a sense of belonging for the place they live
- Public services view communities and residents from a strength based perspective

Working differently with communities

“Enabling and empowering people to have a strong connection with each other and the place where they live to support happier, healthier communities”

Progress to date

- Engagement with partners through Community Vision events (2018) and community participation event (June 2019)
- Exploring prototype ideas, in particular ‘community shops’ model of participation/social action
- Identifying options for a strategic learning partner to help progress the programme
- Identifying and connecting cross authority initiatives which exemplify the enablement approach including Greener Futures, Million Ways, Library co production
- Development of terms of reference for Local Partnership Boards
- Ongoing Digital Mapping and identification of community initiated activity
- Best practice comparison with other councils (e.g. Cambridgeshire, North Yorkshire)

Focus for the next phase

- Partnership event early 2020 to showcase community initiatives and inspire further initiatives
- Establishing ‘community participation’ prototypes around county
- Expanding the learning network, including greater engagement and cross-sector working with partners (health sector in particular) to grow and embed the community centred approach
- Training and upskilling based on community enablement techniques and approaches
- Innovative use of data and insight tools to inform approach
- Piloting of new partnership models
- Community involvement/engagement
- Development of evaluation framework

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> • Discovery phase 	<ul style="list-style-type: none"> • Establish ‘community participation’ prototype • Develop evaluation framework • Partner event 	<ul style="list-style-type: none"> • Strategic Learning partner in place • Piloting of new partnership models 	<ul style="list-style-type: none"> • Decision on next phase of the programme

Transformation investment and efficiencies (2020/21)

Total investment

£0.05m

Total expected efficiencies

Potential future cost containment



PLACE

Countryside

“Open up our countryside to improve access, encourage and support people to use our assets and spaces more regularly”

Transformation Phase:

(1) Discover and Define: In progress

(2) Design and Develop:

(3) Deliver:

Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey’s diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

The programme is designed to define, develop and deliver an improved offer from our countryside estate, which enables us to increase access and reduce health inequalities throughout the county. The aim is to identify and progress key areas for development and seek ways to improve access and generate sustainable income streams to ensure long term viability of these vital assets.

What will be different for residents?

- There will be easier access to the countryside to participate in a wide range of events and activities which promote good health and reduce health inequalities
- There will be a wider range of opportunities for local people to participate and get active throughout the estate to make access to the countryside more attractive and accessible for more people

Who is leading the programme?

Cabinet Lead(s)	Denise Turner-Stewart, Cabinet Member for Community Safety, Fire & Resilience
Senior Responsible Owner (SRO)	Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Accountable Executive [Director]	Director of Environment (tbc)
Programme Manager	Katie McDonald

How will we know it is successful?

- Increased visitor numbers
- Reduction in health inequalities across the county through more active communities
- Income streams are established and maintained to ensure sustainable future use of the countryside estate

Countryside

“Open up our countryside to improve access, encourage and support people to use our assets and spaces more regularly”

PLACE

Progress to date

- Completed “discovery” research, analysing data and identifying the potential opportunities to generate sustainable income streams

Focus for the next phase

- Further develop programme through business case and delivery plan
- Develop an operating model for income generation
- Build internal commercial capacity and capability

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> Recruiting a joint post/resource between property and countryside Map the different target market sectors 	<ul style="list-style-type: none"> Start initial assessment of new licensed activities Undertake commercial development 	<ul style="list-style-type: none"> Develop business case in line with “becoming more entrepreneurial” programme Commence planning applications where necessary 	<ul style="list-style-type: none"> Implementation

Transformation investment and efficiencies (2020/21)

Total investment	£0.3m	Total expected efficiencies	£0.3m
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Community protection

(including Surrey Fire and Rescue Service transformation)

Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: ✓

(3) Deliver: In progress

Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

Community Protection Group

We are creating a new Community Protection Group that includes responsibility for Trading Standards, Emergency Management, Health & Safety, Military Covenant and Surrey Fire & Rescue Service (SFRS). Focused on the areas of People, Places, Products and Premises, we will work with partners, communities and businesses to protect residents from harm both physically and financially through: our prevention and protection work, effectively preparing for and responding to emergencies, tackling rogue traders and deceptive, unsafe, and illegal practices and products.

Surrey Fire & Rescue Service

We need to modernise to meet the national direction for fire authorities, local risks, and the recommendations for improvement made by statutory inspections and the new Community Vision for Surrey. Our plan, Making Surrey Safer 2020 – 2023 puts people at the heart of what we do by focusing on our most vulnerable people and places designated as high risk. This will reduce the likelihood of emergencies and ensure that when emergencies do happen we respond more efficiently.

What will be different for residents?

Community Protection Group:

- Surrey is a safer place to live, work, travel and do business. Helping communities feel safer and more resilient as a result

Fire & Rescue Service:

- Residents will be safer as we will be carrying out more prevention work and therefore preventing emergencies happening in the first place
- We will make every contact with residents count and will use our Community Risk Profile to target our prevention and protection activities where it will make the biggest difference
- We will continue to respond to emergencies and have introduced improvements to reduce the time it takes between a call coming in and our firefighters leaving the station

Who is leading the programme?

Cabinet Lead(s)	Denise Turner-Stewart, Cabinet Member for Community Safety, Fire & Resilience
Senior Responsible Owner (SRO)	Chief Fire Officer Steve Owen-Hughes, Head of Surrey Community Protection Group
Accountable Executive [Director]	Sarah Kershaw, Chief of Staff (SFRS) Dan Quin, Deputy Chief Fire Officer
Programme Manager	Bernie Beckett / Keith McCain

How will we know it is successful?

We are continuously measuring our performance and will use data and analytics to look at ways that we can improve so that we are as effective and efficient as we can be. Our performance framework monitors performance on an individual, team and service basis. This is reviewed and scrutinised to ensure we are delivering our outcomes. We are implementing the changes on a phased basis and are working with Brunel University to develop the assessment and assurance criteria. This will help inform the implementation of the second phase later in 2020.

Community protection

(including Surrey Fire and Rescue Service transformation)

“Delivering a new Community Protection Group that better protects residents, provides value for money and focuses on prevention”

Progress to date		Focus for the next phase	
<p>Community Protection Group</p> <ul style="list-style-type: none"> New structure and governance for Community Protection Group in place Service Offer designed 	<ul style="list-style-type: none"> Consultation with employees on changes carried out and feedback report developed Decision made at SFRS Transformation Sponsoring Board on implementation of plan and crewing model to be taken forward Communications sent to employees providing outcome of consultation and decision-making process Regular conversations with Unions 	<p>Community Protection Group</p> <ul style="list-style-type: none"> Communication plan developed Engagement with partners Digital improvement plan developed Stakeholder engagement work to be delivered 	<p>Fire and Rescue Service</p> <ul style="list-style-type: none"> Development of improved online/digital experience Response from SFRS to be provided to Inspectorate Phase 1 of implementation Cultural change programme to be finalised
<p>Fire and Rescue Service</p> <ul style="list-style-type: none"> Communications Strategy developed and in delivery ‘Making Surrey Safer’ Plan agreed at Cabinet on 24 September 2019 			

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> March: Transition to new response model complete 	<ul style="list-style-type: none"> April: Phase 1 of new response model implemented 	<ul style="list-style-type: none"> October: Assessment of Phase 1 carried out 	<ul style="list-style-type: none"> Phase 2 to be implemented with further milestones agreed

Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment

£1.2m

Total expected efficiencies

£1.4m

Creating Environment, Transport and Infrastructure (ETI)

“Creating the ETI team and reshaping the current department to enable the delivery of our place ambitions. Preparing and developing leadership and building understanding and capability to enable different ways to work with residents, communities and partner organisations”

Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

The programme aims to establish an effective structure for the ETI Directorate that has the right capability, capacity, leadership and culture to deliver key projects for Surrey County Council and help shape and influence the future of the county. This will be achieved by revising structures, undertaking leadership development, recruiting skills and expertise where needed for specialist roles and to ensure the directorate is as effective as possible.

The new team will support the council's ambition to adopt a place-based approach, better aligning service activity and public resource around the needs of people and places, not organisational boundaries and functions. In particular, it will enable us to successfully plan and deliver our multi-million pound capital programme of investments in local infrastructure that will help ensure Surrey benefits from good growth, both now and into the future.

What will be different for residents?

- A more capable directorate will mean that services are delivered even more effectively with partner organisations and the public to provide the right things for local places
- By having the right structure and culture in place, the directorate will be able to engage with residents in different ways to enable greater co-creation of places and localities

Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive
Accountable Executive [Director]	Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Programme Manager	Sophia Looney

How will we know it is successful?

- The council's place ambitions are delivered successfully, on time and within budget
- The directorate is successfully delivering its portfolio of transformation and major programmes of change
- Rethinking Transport, Greener Future and Rethinking Waste programmes are successfully changing operational practice

Creating Environment, Transport and Infrastructure (ETI)

“Creating the ETI team and reshaping the current department to enable the delivery of our place ambitions. Preparing and developing leadership and building understanding and capability to enable different ways to work with residents, communities and partner organisations”

Progress to date

- Two Director roles confirmed and one in post
- Leadership office transfer to Community protection group confirmed
- Adviser for Capital works and Major Projects capacity and pipeline recruited

Focus for the next phase

- Finalise and share proposals for new Directorate structures
- Joint work with HR regarding support for Directorate structures
- Recruit Director of Environment
- Determine capacity needs for Major Projects and Planning
- Design and delivery development programmes for the wider workforce to support culture change and in line with wider organisational development programmes

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> • Design new structure for the directorate • Recruit adviser to develop Capital works and major projects pipeline • Recruit Director of Environment 	<ul style="list-style-type: none"> • Implement new structure for ETI • Develop proposal for leadership and culture change in ETI 	<ul style="list-style-type: none"> • Continue to embed and develop new leadership approach and culture for the Directorate 	<ul style="list-style-type: none"> • Test whether the changes are delivering desired outcomes

Transformation investment and efficiencies (2020/21)

Total investment	£0.1m	Total expected efficiencies	Potential future efficiencies
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Economic growth

PLACE

“Ensuring the council plays an active and effective role alongside all partners to shape and achieve “good growth” for Surrey; creating great places for people to live, work, learn and enjoy”



Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey’s diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

The programme exists to help ensure that SCC plays an active and effective role alongside all partners to shape and achieve good growth for Surrey, creating great places for people to live, work and enjoy. There are many strands to this and interrelated programmes (e.g. digital infrastructure, transport and mobility, environment, housing, skills) and this specific programme of work is focused on how the council can help deliver the future ambitions for Surrey in 2050 as agreed across our wide partnership of agencies. To help do this, as part of the first phase of this work, we will develop and start to deliver the council’s economic development strategy.

What will be different for residents?

The overall aim is to ensure residents can benefit from “good growth” which is proportionate and sustainable, focusing on the places where people both live and work and supporting overall improvements to prosperity, health and well-being. This also means:

- Better infrastructure, including green infrastructure
- High quality design in our buildings and public realm
- A more resilient and flexible local economy
- More resilience to the impacts of climate change and flooding

Who is leading the programme?

Cabinet Lead(s)	Colin Kemp, Deputy Leader
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director Transformation, Partnerships and Prosperity Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Accountable Executive [Director]	Director of Economic Development and Prosperity (starting 2020)
Programme Manager	Nikki Nicholson

How will we know it is successful?

Further specific measures of success will be defined as part of the Economic Development Strategy, but key long term indicators of successful good growth include:

- Improved connectivity within Surrey and in and out of the county, through both infrastructure and digital technologies
- Unlocking the potential of Surrey’s towns, including safeguarding valuable economic assets such as employment land and premises within town centres so there is a flexible supply to meet changing economic needs
- Providing our key industrial sectors with the right type of premises, workforce and skills to support a high value, high growth economy
- Maximise regional and national funding into Surrey

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Economic growth

“Ensuring the council plays an active and effective role alongside all partners to shape and achieve “good growth” for Surrey; creating great places for people to live, work, learn and enjoy”

PLACE

Progress to date	Focus for the next phase
<ul style="list-style-type: none"> Developed a Surrey Place Ambition for 2050 through the partnership “Surrey Future” group Started to develop an Economic Development Strategy Begun to refresh the Surrey Infrastructure Study 	<ul style="list-style-type: none"> Appoint Director of Economic Growth and Prosperity who will review and rebuild resources to deliver on our ambitions Complete an Economic Development Strategy, using data and insight, and begin delivery Finalise the updated Surrey Infrastructure Study so it is comprehensive and can be used to inform policy and investment decisions Continue to engage with emergent Heathrow and Gatwick airport proposals Complete the next phase of work on the Surrey 2050 ambition with partners

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2
<ul style="list-style-type: none"> Appoint Director Finalise Economic Development Strategy and start delivery 	<ul style="list-style-type: none"> Complete Infrastructure study 	<ul style="list-style-type: none"> Decision on next phase of programme

Transformation investment and efficiencies

<p>Total investment</p> <p>No specific transformation funding at this stage</p>	<p>Total expected efficiencies</p> <p>Potential future efficiencies</p>
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Greener future

“Bringing together residents, partners and businesses to deliver the council’s vision of being a zero carbon and resilient county by 2050 through an inclusive Climate Change Strategy and Action Plan”



Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey’s diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

Who is leading the programme?

Cabinet Lead(s)	Mike Goodman, Cabinet Member for Environment & Waste
Senior Responsible Owner (SRO)	Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Accountable Executive [Director]	Director of Environment (Group commissioning manager until appointed)
Programme Manager	Esme Stallard

What is the programme ambition?

In July 2019 Surrey County Council declared a Climate Emergency, committing to becoming net zero carbon by 2050, in response to the continued growth of global emissions and the subsequent threat of climate change. To deliver on this ambition, the council is developing a Climate Change Strategy and Action Plan in partnership with residents and communities.

The council will be working in partnership with communities and Districts and Boroughs to identify Surrey’s long term ambition and the action we need to take to achieve our goal. This work will form the basis of the Strategy and Action plan – and will seek to reduce emissions across the transport, buildings and waste sector while improving the quality of life for residents.

The next phase of the programme will be delivery. Given the scale of the task ahead this programme is likely to run to 2050 and beyond and therefore will need an extended period of design and development from January to April 2020.

At the same time a number of initiatives are being developed which can be immediately implemented. These include renewable energy production, support to local SMEs to change their energy use (LoCASE), solar farms, street lighting energy and tree planting. The action plan will identify further work that needs to be taken to develop and prepare other initiatives for longer term delivery.

What will be different for residents?

- Improved health and wellbeing through better air quality and way of life
- Increased active and public transport infrastructure to promote use of these forms of transport
- Job creation in the green sector – as new industries emerge around achieving the carbon neutral ambition
- Long-term cost savings from improved energy efficiency and lower consumption.
- Increased partnerships and collaboration with local government in shaping a Greener Surrey

How will we know it is successful?

- Reduction in county wide carbon emissions to net zero by 2050
- Reduction in council emissions to net zero by 2030
- Increase in percentage of journeys made using public and active transport
- Improvement in air quality
- Increase in green space, biodiversity and tree cover
- Reduction in waste production and increase in recycling rates

Greener future

“Bringing together residents, partners and businesses to deliver the council’s vision of being a zero carbon and resilient county by 2050 through an inclusive Climate Change Strategy and Action Plan”

PLACE

Progress to date	Focus for the next phase
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- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Task Group report sent to Select Committee • Design Challenge: showcase planned and final workshop successfully completed • Emissions: commissioned Leeds University to produce a baseline for county wide emissions and net zero carbon trajectory to 2050 | <ul style="list-style-type: none"> • Gap analysis for existing policy and needs assessment • Development of engagement approach for an inclusive Climate Change Strategy • Development – actions that are costed, emissions reductions and co-benefits identified and owned • Move into delivery for key developments including tree planting, work with subject matter experts to support their change in energy use, designing and testing the feasibility of solar farms |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1
<ul style="list-style-type: none"> • Design Challenge showcase • Council and county-wide emissions baseline data • Insights baseline report • Call for action prepared by Scrutiny task group • First of the 1.2m trees planted 	<ul style="list-style-type: none"> • Completion of LoCase grant design and commence working with local SMEs • Project Board established • Policy baselining complete • Engagement activities carried out 	<ul style="list-style-type: none"> • Cabinet approval then launch of climate change strategy • Long term approach for community engagement through the theme of CC • Feasibility for solar farm undertaken 	<ul style="list-style-type: none"> • Emissions and progress data collection • Climate Change Festival 	<ul style="list-style-type: none"> • Annual update report on Strategy delivery and determination of next phase of work 	<ul style="list-style-type: none"> • Annual emissions benchmarking for Council and county-wide emissions

Transformation investment and efficiencies (2020/21)

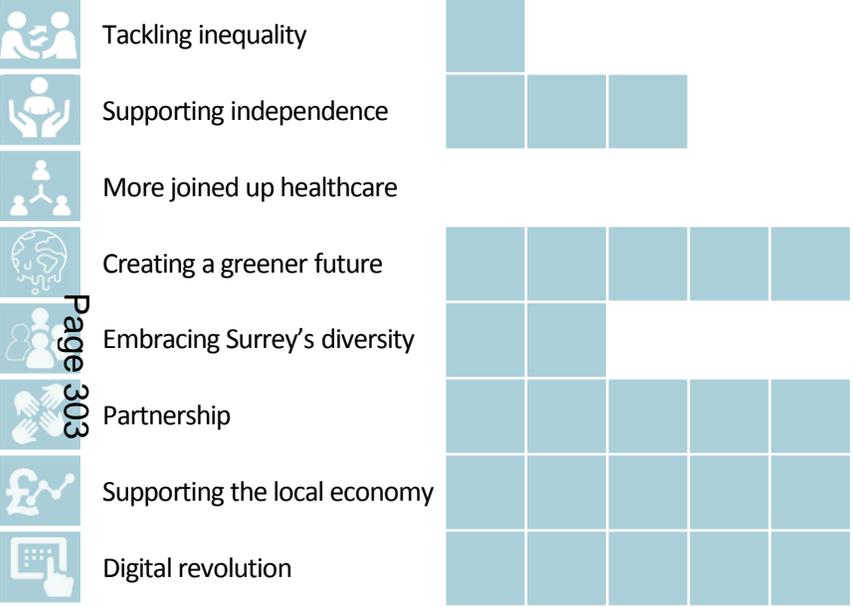


Improving infrastructure

“Fundamentally improving the infrastructure assets that the county holds, ensuring that we genuinely get the basics right while providing our Greener Future and Rethinking Transport ambitions with a delivery mechanism that is cutting edge, dynamic and able to respond to the context in which we are working”



Strategic Priorities – Focus for 2020-25



Who is leading the programme?

Cabinet Lead(s)	Matt Furniss, Cabinet Member for Highways
Senior Responsible Owner (SRO)	Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Accountable Executive [Director]	Lucy Monie, Director, Infrastructure Delivery
Programme Manager	To be confirmed

What is the programme ambition?

The programme exists to improve and enhance our infrastructure assets, securing a modern, cost effective network which enables the delivery of our wider ambitions for the county.

The programme will rethink the scope and nature of the highways contract arrangements, improve our highways infrastructure, explore and develop ways to apply digital innovation to our network and use our highway assets differently, including seeking commercial opportunities.

What will be different for residents?

- Residents will benefit from better network management, improving their ability to travel around the county
- Businesses will benefit from better network management and the potential for improved growth opportunities
- We can put the new ideas and thinking from our Greener Future and Rethinking Transport programmes into practice

How will we know it is successful?

- Highways contract successfully transformed and re-let
- Asset management strategy will be implemented
- Improved network management
- Highway assets will be used for more innovative purposes, seeking income to support other improvements

Improving infrastructure

“Fundamentally improving the infrastructure assets that the county holds, ensuring that we genuinely get the basics right while providing our Greener Future and Rethinking Transport ambitions with a delivery mechanism that is cutting edge, dynamic and able to respond to the context in which we are working”

Progress to date	Focus for the next phase
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- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Completed “discovery” research, analysing data and framing the potential for different contract arrangements for the highways contract, talking to multiple organisations, providers, and the market and communities to understand the current challenges and opportunities Analysis of highway network to determine potential Lane Rental charging network Ongoing research to identify pilot digital innovations in carrying out highway maintenance activities | <ul style="list-style-type: none"> Continue to develop enhanced asset programmes so they are ready to start being delivered from April 2021 Continue to scope digital, network and commercial strategies and implementation plans |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> Development of enhanced asset strategy programme Development of Lane Rental Scheme Design of digital asset strategy pilots Determination of issues with network Management Commercial opportunities identified 	<ul style="list-style-type: none"> Delivery commences of enhanced asset strategy Delivery of digital asset strategy pilots Apply to Department for Transport with Lane Rental Scheme proposals Determination of future highways contract arrangements 	<ul style="list-style-type: none"> Development of potential improvements in Network Management 	<ul style="list-style-type: none"> Future Highway contract issued to market, procurement process commences Review of digital asset strategy pilots 	<ul style="list-style-type: none"> Possible commencement of Lane Rental Scheme

Transformation investment and efficiencies (2020/21)

Total investment	£0.4m	Total expected efficiencies	Potential future efficiencies
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Rethinking transport

“Fundamentally shifting the county to a more sustainable relationship with transport and travel by developing new ways of working together and by drawing on new thinking, innovative technology and behaviour change techniques”

Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

What is the programme ambition?

The programme exists to help us redefine our relationship with transport and travel in Surrey. We are bringing leaders from across the Surrey together to identify shared ambitions for transport and to develop the strategy, priorities and approach required to achieve those ambitions. We are doing this by connecting work underway across the county to ensure we are making best use of collective capacity across different organisations. This includes ensuring the right data is available and used to support long-term planning and decision-making. We are also using pilot projects to test new approaches to meeting transport needs, and moving into delivery where our plans allow, including electric and low emission vehicle strategy and purchase, real time travel information, parking and air quality.

What will be different for residents?

- By working together with public, private and voluntary organisations and local communities – and using new technologies and data insight – we will rethink how residents access communities, employment, health and social care, education and other key services, while also reducing road use and air pollution
- Residents will have increased options for flexible and independent travel, reducing reliance on individual car use and better enabling those with additional needs to travel independently and safely
- Local employers will be supported to enable their employees to make more sustainable travel choices

Who is leading the programme?

Cabinet Lead(s)	Tim Oliver (Leader), Matt Furniss (Cabinet Member for Highways)
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive, SCC Claire Fuller, SRO, Surrey Heartlands
Accountable Executive [Director]	Rachel Crossley, Director, Strategic Commissioning Gill Steward, Interim Executive Director, Environment, Transport and Infrastructure
Programme Manager	Amy Cosgrave

How will we know it is successful?

- Journeys moved off the road
- Reduced congestion
- Improved air quality
- Increased options for flexible and independent travel

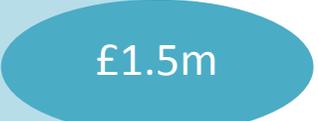
Rethinking transport

“Fundamentally shifting the county to a more sustainable relationship with transport and travel by developing new ways of working together and by drawing on new thinking, innovative technology and behaviour change techniques”

Progress to date	Focus for the next phase
<ul style="list-style-type: none"> Completed data analysis and research through talking to multiple organisations and communities to understand the current challenges and opportunities for transport in Surrey Identified 5 pilot schemes to test new approach Identified key areas of delivery that we can start to change immediately 	<ul style="list-style-type: none"> Set up and run five pilots across the county to test new approaches to travel and transport – these include, for example, reducing the number of journeys on the road and the impact of those journeys through communication and awareness raising and changes to the infrastructure. Continue to bring together leaders from across public, private and voluntary organisations to re-think current approaches Use data and insight to help shape future travel policy design Establish and design our approach to better highway management and electric and low emission vehicles

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High Level Milestone Plan				
2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> Pilot schemes start Establish Electric Vehicle and Low emission strategy Design better highway management, including on street parking and enforcement 	<ul style="list-style-type: none"> Implement approach to electric and low emission vehicles Implement better highway management Commence the local transport plan refresh 	<ul style="list-style-type: none"> All pilots underway Connect understanding and learning to operational delivery 	<ul style="list-style-type: none"> Evaluate pilots 	<ul style="list-style-type: none"> Decision on next phase of programme

Transformation investment and efficiencies (2020/21 – 2021/22)	
Total investment	Total expected efficiencies
	

Rethinking waste

“Fundamentally shifting the way we deal with municipal waste within Surrey, creating new infrastructure and working with districts and boroughs in a more collaborative way to make efficiencies and reduce the production of waste, maximise recycling and reuse and minimise the use of landfill”

Transformation Phase:

(1) Discover and Define: ✓

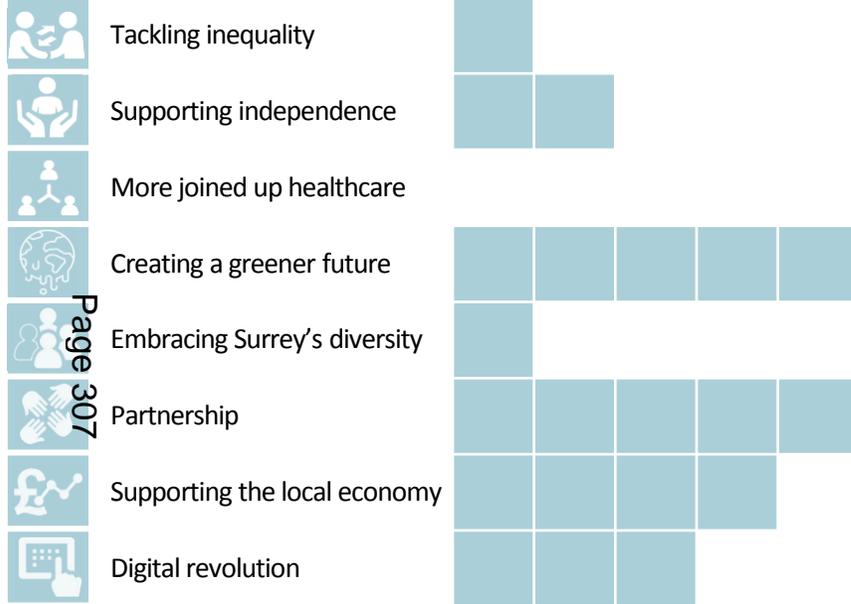


(2) Design and Develop: In progress



(3) Deliver:

Strategic Priorities – Focus for 2020-25



What is the programme ambition?

The programme exists to help us create a new strategy for dealing with municipal waste in Surrey and to prepare for new contractual arrangements to deal with our waste beyond expiry of our existing contract in September 2024. This work will require close liaison with the district and borough waste collection authorities with the ambition of moving towards a single waste authority for Surrey which would align our aims and objectives and create more efficient ways of working. A key element of the programme will be to ensure that, after reducing, reusing and recycling, we have secured capacity to deal with residual waste through energy recovery. An element of the programme will focus on shorter term objectives such as creating local infrastructure, reducing recycling contamination and looking for opportunities to reduce costs.

What will be different for residents?

- By working together with public, private and voluntary organisations and local communities – and using new technologies and data insight - we will find new ways to engage residents to reduce the amount of waste they create, encourage reuse and maximise the quantity and quality of waste that is recycled
- Residents will be provided with the means to make recycling easy and more accessible with clear instructions and guidance on what can and can't be recycled. Information will be provided on how residents can reduce the amount of waste they create and opportunities for reuse will be promoted
- Opportunities for local businesses to minimise and recycle their waste will be promoted

Who is leading the programme?

Cabinet Lead(s)	Mike Goodman (Cabinet Member for Environment & Waste), Mark Nuti (Deputy Cabinet Member)
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive
Accountable Executive [Director]	Gill Steward, Interim Executive Director, Environment, Transport and Infrastructure
Programme Manager	Richard Parkinson

How will we know it is successful?

- Less waste is created
- Less waste is disposed of illegally by fly tipping
- More waste is reused or recycled
- The amount of waste landfilled is minimised
- Our costs for dealing with waste are as low as possible
- New local infrastructure for dealing with waste is created

Rethinking waste

“Fundamentally shifting the way we deal with municipal waste within Surrey, creating new infrastructure and working with districts and boroughs in a more collaborative way to make efficiencies and reduce the production of waste, maximise recycling and reuse and minimise the use of landfill”

Progress to date	Focus for the next phase
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- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Initial meetings have taken place with districts and boroughs to discuss potential collaboration and new ways of operating in relation to the green and waste agenda Appointed new Programme Manager starting in January Some work has commenced on local waste infrastructure | <ul style="list-style-type: none"> More detailed discussions with partners to determine next steps and agree approach Develop vision and strategy with partners Consult and gain approval for strategy Commence approval processes for delivery of local infrastructure Improving the quantity and quality of kerbside recycling |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> Employ new programme manager and commence fact finding visits with district and borough councils & others. 	<ul style="list-style-type: none"> Commence the creation of new waste strategy and explore opportunities for short term efficiencies. 	<ul style="list-style-type: none"> Shape and consult on draft principles of the waste strategy. Commence delivery of short term efficiencies 	<ul style="list-style-type: none"> Gain approval and sign off for new strategy. Continue to deliver short term efficiencies 	<ul style="list-style-type: none"> Commence procurement process based on new strategy

Transformation investment and efficiencies (2020/21 – 2021/22)

Total investment		Total expected efficiencies	
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ORGANISATION

Agile workforce

“Enabling council employees to work from anywhere at anytime to provide services in the most effective way for residents in Surrey”

ORGANISATION

Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

What is the programme ambition?

The programme will shape a more agile workforce, that is able to adapt and better respond to the needs of residents and communities. We are doing this by helping people work together more effectively. We will enable employees to better communicate, share and interact with one another and work from the most appropriate location relevant to the work they do. This will include improving connectivity, digitising ways of working and making better use of communications technology, such as mobile telephony, instant messaging and video conferencing. We will develop our culture and support our people to work in more agile ways.

The programme is in the Design and Develop phase and comprises projects, that are at different stages. Work is closely linked to the Moving Closer to Residents (MCTR) and Digital programmes which will collectively modernise how the council operates.

What will be different for residents?

- More efficient, effective and better quality ways of working that will speed up and enhance service delivery
- Services will be more accessible and local across the county with service delivery less tied to physical locations
- Many of the improvements will enable staff to work more flexibly and efficiently but may not be visible outside of the council

Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff, Cabinet Member for Corporate Support
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Lorraine Juniper, Head of Strategy & Engagement IT & Digital
Programme Manager	Andy Last

How will we know it is successful?

- Improved service delivery as a result of employees working from more suitable, local and better equipped locations
- Greater amounts of information available digitally, and readily accessible
- Increased number of employees working in a flexible way
- Reduced costs, through integrated and unified communications and network connections
- Reduced travel requirements, supporting our green agenda and enabling employees to spend more time with the people they support
- Reduced expenses incurred by council employees

Agile workforce

“Enabling council employees to work from anywhere at anytime to provide services in the most effective way for residents in Surrey”

Progress to date	Focus for the next phase
------------------	--------------------------

- Established a team to deliver programme
- Upgrading technology used by council staff to more modern computer devices, with Windows 10 operating system rollout underway
- Planned the approach to change and how we will work differently to deliver the outcomes of this programme

- Complete upgrade of Window 10 computer devices and mobile technology rollout
- Finalise a number of technology solutions and how they will be set up - this will include improving connectivity, digitising ways of working and making better use of communications technology, such as mobile telephony, instant messaging and video conferencing
- Manage changes to ways of working through ongoing engagement with staff

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> ▪ Finalise planning the approach 	<ul style="list-style-type: none"> • Continue to create agile workspaces in offices to accelerate and extend new ways of working 	<ul style="list-style-type: none"> • Further implement new ways of working across the council • Finalise preparations for staff to work out of Midas House 	<ul style="list-style-type: none"> • Embed new ways of working

Transformation investment and efficiencies (2020/21 – 2022/23)



Becoming more entrepreneurial

“Being more creative, innovative, and entrepreneurial to help protect and invest in vital services by making better use our assets, opening up new services to residents, ensuring good value for taxpayers and sustainable services for future generations to use and enjoy”

Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

What is the programme ambition?

The programme will help us become more innovative and entrepreneurial so that we can make better use of the county's great assets and support, maintain and improve vital local services. We must work creatively to respond to the rising demand for services, help secure our finances, and support growth.

As part of the programme, we will develop our plans including building on the success of existing services, joining up our various enterprises and exploring other possibilities. For example, creating a better experience for people using the countryside estate and opening facilities for wider use (see the Countryside programme). We will also develop our entrepreneurial capabilities and skills within our organisation to ensure that services are sustainable for the long term.

What will be different for residents?

- Services are protected and improved, to ensure they continue to be made available to the public
- Better value and more co-ordinated services for schools in Surrey
- Surrey businesses will benefit from partnering and support

Who is leading the programme?

Cabinet Lead(s)	Tim Oliver (Leader), Mel Few (Cabinet Member for Finance)
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Sonia Sharma, Interim Assistant Director of Commercial
Programme Manager	To be determined

How will we know it is successful?

- Increased satisfaction and feedback from residents and service users
- Met 2020/21 targets for budgets and savings
- Identified new opportunities to secure income and protect vital services

Becoming more entrepreneurial

“Being more creative, innovative, and entrepreneurial to help protect and invest in vital services by making better use our assets, opening up new services to residents, ensuring good value for taxpayers and sustainable services for future generations to use and enjoy”

Progress to date

- Developed collective approach across the council
- Worked with teams in highways, ceremonial and back office services (such as payroll and administration), to explore the approach
- Identified key roles and resources

Focus for the next phase

- Develop our approach and long term plans to make best use of assets, open up services and ensure services are sustainable in the long term
- Develop proposals and plans for what we can do with back office services we provide to other organisations

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> • Start research to support our long term plans 	<ul style="list-style-type: none"> • Finalise proposed plans for back office services 	<ul style="list-style-type: none"> • Agree plans 	<ul style="list-style-type: none"> • Identify areas with potential for further development 2021/22

Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment

£0.3m

Total expected efficiencies

£0.7m

Customer experience

“Making people’s experience of dealing with the council quicker, easier and better”

ORGANISATION

Transformation Phase:



Strategic Priorities – Focus for 2020-25



What is the programme ambition?

The programme aims to transform what people experience when dealing with the Council, be that through online services, contact with a staff member, or more indirectly through support the council facilitates in their local community. The next phase of this programme will be focused on areas where people contact the council for help and support, making sure it is seamless, easy and automated where appropriate for speed and simplicity. At the same time we will ensure the more vulnerable in our communities can always access what they need. A key priority is to introduce improved ways to access to and discuss Special Educational Needs and Disability (SEND) related support.

As we complete this next wave of improvements we will also start to look at our future ambitions, including further areas of the council’s operations, joining up across different public sector organisations and using the power of new technologies and data.

What will be different for residents?

- It will be easier to contact the council, whatever the issue
- More support and information will be accessible online 24/7 or through webchat and chat-bots, providing a quicker resolution, especially for routine enquires and advice and information
- People with specific needs and support will receive the right help and support first time
- Frontline staff can dedicate more time to the people they support rather than be tied up in managing triage and request processes

Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff, Cabinet Member for Corporate Support
Senior Responsible Owner (SRO)	Marie Snelling, Director of Transformation
Accountable Executive [Director]	Sue Grizzelle, Head of Customer Services
Programme Manager	Rik Jackson

How will we know it is successful?

- Residents report improved satisfaction with the customer service they receive
- Automation is used widely and effectively to improve services
- We have fully established a single way (“a single front door”) for contact with the council
- Systems and processes for interactions with residents are joined-up across all parts of the council

Customer experience

“Making people’s experience of dealing with the council quicker, easier and better”

Progress to date

- Established the Children's Request for Support Team within Customer Services - the initial gateway for the C-SPA (Children's Single Point of Access) which ensures children and families get the right support quickly
- Non-urgent Adult Social Care emergency service referrals and professional referrals (via online portal) now routed through the Adults Team within Customer Services
- Successfully re-designed and launched new online customer journeys for reporting Highways defects
- Implemented 'webchat' on a growing number of council webpages with a 93% satisfaction level

Focus for the next phase

- Complete all outstanding work from the first phase of customer transformation, making sure that contact to the council is quick, easy and well managed through a “single front door” approach
- Continue to use automation where it can provide a better, quicker service to residents
- Establish the programme team to develop the next wave of opportunities, looking at use of new technologies and potential join up with other organisations
- Manage the move of the Customer Services team to Fairmount House and changes to operating practice (as part of the Moving Closer to Residents programme)

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> • Increase use of webchat/chatbots • Enhanced Highways Reporting • ASC MASH discovery • SEND front door discovery • SFRS – preventative agenda 	<ul style="list-style-type: none"> • Complete SEND discovery, begin design • Undertake planning of team move to Fairmount House • Undertake opportunities assessment across whole of SCC and partners where possible, producing roadmap 	<ul style="list-style-type: none"> • Highways - further customer functions into Customer Services team • Finalise SEND front door/triage design 	<ul style="list-style-type: none"> • Customer activity analysis/generation of insights to drive improvements • Countryside • Coroners • Libraries • Delivery SEND front door/triage 	<ul style="list-style-type: none"> • Agree and start next phase of programme

Transformation investment and efficiencies (2020/21)

Total investment **£0.5m**

Total expected efficiencies **£0.2m**
+ potential future efficiencies

Data insights

ORGANISATION

“Actively using data to inform and develop the delivery of services to meet the needs of residents today and help plan for tomorrow”

Transformation Phase:

(1) Discover and Define: In progress

(2) Design and Develop:

(3) Deliver:

Strategic Priorities – Focus for 2020-25



What is the programme ambition?

The programme will help us to build a high quality data and analytics capability, which will enable us to make decisions based on evidence and insight, as well as better manage requirements by understanding the needs of our residents and communities. Developing this capability will drive changes in our behaviour and culture and will support us in improving outcomes for people in Surrey.

Insight and analytics will help us better understand where we are now, better understand the uncertainties and risk, and help us to plan for and explore what the future might look like. We will use performance measures and analysis of business information to help improve the delivery of services.

What will be different for residents?

Services will be targeted for the people that live and work in the county. This will be as a result of:

- Having an enhanced understanding of the people in Surrey and involving them in designing and decisions that impact on services in their area
- Having the right information to make intelligent decisions about services and the best use of resources
- Using data, technology and analytics to prepare for the future
- Being able to work with our partners to better plan, predict and prevent events that affect residents

Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff (Cabinet Member for Corporate Support), Mel Few (Cabinet Member for Finance)
Senior Responsible Owner (SRO)	Leigh Whitehouse, Executive Director, Resources, Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Nicola Kilvington, Director, Insight, Analytics & Intelligence
Programme Manager	To be confirmed

How will we know it is successful?

- Improved performance visibility and management that provides Members and senior officers with the right information at the right time to ensure effective decision making
- Acting on real information not assumptions
- Being able to predict and measure impacts

Data insights

“Actively using data to inform and develop the delivery of services to meet the needs of residents today and help plan for tomorrow”

Progress to date	Focus for the next phase
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- Established the new Analytics and Insights team and started building the capability and skills
- Initiated a new insights and intelligence community of practice across the organisation
- Run data hackathons in partnership with Surrey Heartlands on key issues such as child obesity

- Continue to recruit to vacant posts within the Analytics and Insights team
- Further define and develop the programme to identify resources, investment required together with key activities and milestones
- Working with partners to review and enhance the Surrey Office of Data Analytics
- Move into delivery of the programme during 2020

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> • Establish the new insights team 	<ul style="list-style-type: none"> • Ongoing development of key insights and performance metrics data 	<ul style="list-style-type: none"> • Develop tools that give insight into inequality 	<ul style="list-style-type: none"> • Embed the use of data in the way we make decisions 	<ul style="list-style-type: none"> • Have a single view of residents and their needs

Transformation investment and efficiencies (2020/21)



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“The way we do digital enables better lives for all. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership to transform our culture and services that deliver better outcomes for the people and place of Surrey”

Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

Strategic Priorities – Focus for 2020-25

	Tackling inequality					
	Supporting independence					
	More joined up healthcare					
	Creating a greener future					
	Embracing Surrey's diversity					
	Partnership					
	Supporting the local economy					
	Digital revolution					

What is the programme ambition?

The programme exists to help us become a more modern council in a digital age. Our digital strategy will drive continuous change and innovation across the organisation. This will mean embracing an innovation mindset across the organisation. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership. Our approach will need to encompass our learning and development, our technology and our approach to delivering change. Our strategy will outline the role digital plays in delivering services and achieving outcomes for our community. We will deliver new solutions being truly collaborative, with service and technology experts working closely together to co-design digital services. We will build for service users and involve them as much as possible in the design.. We will exploit our technology investment and quickly identify new opportunities. Work is closely linked to the Agile Workforce, Customer, Moving Closer to Residents programmes and modernising how the council operates.

What will be different for residents?

- Our relationships with residents deepen across council services and wider system partners through intelligent tools that support transparency, communication and on demand access to support
- Services organise around residents proactively focussing on prevention
- Being able to access a range of services, data and information at times and places that suit them
- High level collaboration in Surrey crosses organisation and geographic boundaries to share skills, resources, assets and experience
- Residents & Partners to easily and securely access Surrey services online

Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff, Cabinet Member for Corporate Support
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Lorraine Juniper, Head of Strategy & Engagement IT & Digital
Programme Manager	Lucy Murnane

How will we know it is successful?

- Improved access and quality of online services, leading to positive feedback from residents about access to information and services
- The organisation seeks the best mix of robots, technology and people. Data is easily available across the wider system unpinning all activity and decisions. Digital is who we are, not just what we do
- Digital talent and skills are actively developed, teams are multi-disciplinary, self-managing
- Staff are freed up from more high volume or manual work. Collaboration and data literacy skills build
- Increased intelligence about demand and the needs of the residents, communities and places
- Reduced costs through more self service for residents and business partners and one interface to manage multiple online systems

“The way we do digital enables better lives for all. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership to transform our culture and services that deliver better outcomes for the people and place of Surrey”

Progress to date

- Improved residents interaction with council services via the web starting with highways, e.g. reporting defaults and damage such as roads, bridges and footpaths
- Established secure connections between computer systems to bring together data about children with special needs so that it can be viewed in one secure place (“Single View of a Child”)
- Identified and agreed partner to support in developing use of robotics and automation, to remove repetitive and time consuming tasks, free up time and reduce costs
- Set up citizens portal with two factor authentication, a security process in which the user provides two authentication factors to verify they are who they say they are
- Set up single sign-on functionality which enables residents and partners to access to all our systems securely

Focus for the next phase

- Further development of a digital strategy that covers our strategic priorities for digital, the technical capabilities required to deliver against the priorities and the success measures, governance, reporting mechanisms and process for delivery
- Research joining up customer service and incident tracking system with social media to enable residents reporting
- Secure a new contract for Tableau software, which enables us to analyse and visualise data securely, and will support predictive analytics to make predictions about the future and needs
- Identify further opportunities where automation can be used to improve efficiency
- Explore use of the ‘Internet of Things’, to connect devices and other items embedded with electronics, software, sensors to each other and the internet so they can gather, send and get data, leading to smarter solutions and ability also act upon data
- Start use of chatbots, a computer program which simulates conversation, to support adult learning

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> • Completion of digital strategy and approval through Cabinet/Council • Launch online Financial Assessment tool (Social Care) • Start use of chatbots in adult learning • Start use of Alexa and Google home to support residents 	<ul style="list-style-type: none"> • Establish common practices for data collection, sharing and use, including the use of automated processing and robotics • Set up system to enable prediction, detection and swift respond to intrusion, threats, fraud, etc. to technology systems 	<ul style="list-style-type: none"> • Improve how payments are made online • Explore how digital technologies can further be used to improve how residents and customers access online services 	<ul style="list-style-type: none"> • Design and develop additional means by which residents can interact with Surrey County Council services online

Transformation investment and efficiencies (2020/21)

Total investment

£2.3m

Total expected efficiencies

Potential future efficiencies

Land and property

“Establishing and implementing a programme to improve the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council”

ORGANISATION



Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

What is the programme ambition?

The programme is to ensure that the Land and Property function operates as a key enabler of the delivery of Surrey’s 2030 Community Vision by:

- Supporting the achievement of shared ambitions for the wider public sector estate and partner organisations, including district and borough councils, and partnership working e.g. NHS organisations through the Surrey Heartlands Integrated Care System
- Strengthening skills, capabilities and investment in people ensuring technical excellence and embedding a client focused culture
- Management of risk and compliance assurance across the whole estate
- Embedding a commercial culture of innovation, continuous improvement and partnership working
- Improving data and its use for decision-making, governance and future planning to support all services
- Creating comprehensive information that supports all aspects of strategy and delivery
- Ensuring clear accountabilities through a partnership approach to delivery aligned to corporate strategy and business needs

What will be different for residents?

Delivery of the long-term plans will provide:

- Better located and more accessible services which are safe and meet legal safety standards protecting all residents and building users
- Better quality and more suitable buildings from which services are provided
- Close partnership with district and borough councils, with residents seeing improvements in local place shaping which support economic growth

Who is leading the programme?

Cabinet Lead(s)	Mel Few (Cabinet Member for Finance), Natalie Bramhall (Deputy Cabinet Member)
Senior Responsible Owner (SRO)	Leigh Whitehouse, Executive Director, Resources
Accountable Executive [Director]	Patricia Barry, Director, Strategic Land & Property Assets
Programme Manager	To be confirmed

How will we know it is successful?

- Meeting clear delivery objectives to time, quality and cost envelop
- Proactive approach to management and maintenance of the estate
- Increased performance and utilisation of the estate to ensure it is an asset to Surrey not a liability
- The organisation and external partners have trust and confidence in our ability to deliver an excellent service
- Improved economic growth and business development within the county

Land and property

“Establishing and implementing a programme to improve the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council”

Progress to date

- Approved Asset and Place Strategy (to be revised)
- New Director and Leadership Team recruited

Focus for the next phase

- Detailed design of the improvement programme interventions
- Establish and implement a programme to improve the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council
- Confirming key plans for property related initiatives across the wider partnership, in particular through Surrey Heartlands

High Level Milestone Plan

2019/20 Q4	2020/21 Q1
<ul style="list-style-type: none">• Agree funding for long term plans	<ul style="list-style-type: none">• Agree further milestones linked to future plans

Transformation investment and savings (2020/21 – 2024/25)



Moving closer to residents

“Adopting a modern, flexible approach to using council property and making sure services are located closer to residents to better serve their needs”



Strategic Priorities – Focus for 2020-25

	Tackling inequality	■	■	■
	Supporting independence	■	■	■
	More joined up healthcare	■		
	Creating a greener future	■	■	
	Embracing Surrey's diversity			
	Partnership	■	■	■
	Supporting the local economy	■		
	Digital revolution	■	■	■

What is the programme ambition?

The programme is to help us make better use of existing council buildings and allow our services to be more accessible to residents across Surrey. We are doing this by reviewing the estate across the county to ensure we are using property effectively and efficiently. We will locate council employees in the best places to serve the needs of residents. This will include closing our offices in County Hall in Kingston and creating a ‘civic heart’ in Woking, which will host civic meetings and further encourage partnership working with both our residents and other organisations. The programme comprises of a number of projects, each at a different phase of transformation. Work is very closely connected to the Agile Working programme, which provides employees with equipment, software, skills and working policies that enable them to work in a more resident rather than desk focused way.

What will be different for residents?

- Being located closer to residents and communities means we can better work together and give people more opportunities to shape services and be involved in decisions
- By having a civic heart that sits within the county of Surrey, rather than Kingston Upon Thames, services will be more accessible to residents
- The way our employees work will enable them to be much more focused on the residents they serve and to do so effectively

Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive
Accountable Executive [Director]	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Programme Manager	Matt Green

How will we know it is successful?

- Positive feedback from residents about our service delivery
- Positive feedback from staff about our facilities and general wellbeing
- Reduced cost of building maintenance and utility costs
- Increased occupancy rates within council buildings
- Fewer employees need to work in central offices
- Use of Agile working and technology will mean data is captured at point of service, meaning the Data Insights project will be able to access higher quality data for performance monitoring and management

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Moving closer to residents

“Adopting a modern, flexible approach to using council property and making sure services are located closer to residents to better serve their needs”

Progress to date

- Complete arrangements for the purchase of Midas House in Woking, Surrey
- Established high level change management requirements

Focus for the next phase

- Move Customer Services team and operation staff to Fairmount House in Leatherhead
- Relocate staff from County Hall to other buildings and Midas House in Woking

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
	<ul style="list-style-type: none"> • Start delivery of joint change plan for Moving Closer to Residents and Agile 	<ul style="list-style-type: none"> • Begin relocating staff to Midas House and Fairmount 	<ul style="list-style-type: none"> • Complete relocating staff to Midas House and Fairmount

Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment	£0.3m	Total expected efficiencies	£0.6m
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Agile 2023

Transforming our core business processes

“Transforming our core business processes through new enterprise wide software, providing centralised digital storage and a trusted source of accurate and timely financial, people and procurement data”

ORGANISATION

Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

What is the programme ambition?

The programme aims to refresh the way our internal corporate departments operate and how we deliver business outcomes through:

- Having intuitive, digital self-service for finance, human resources and procurement business processes to help staff be more self-sufficient, more effectively manage demand for corporate support and enable a more mobile workforce
- Increased automation of transactional tasks and processes to enable our staff to focus more time on complex and value add activities and support the organisation in achieving its goals
- Having a single, trusted source of accurate and timely financial, people and procurement data, which will support effective decision making
- Having the ability to access and analyse data for improved decision making, based on evidence and insight

The programme aims to procure and implement enterprise wide software, which is a major undertaking and is expected to take approximately two years to complete. To effectively implement this software we will need to review and update our business processes and ways of working, which will help modernise our organisation and make us more effective and efficient.

What will be different for residents?

- Although not directly impacting residents this programme will improve many key processes for staff that will free up time and capacity to focus on those value add elements of their roles that do benefit residents and service users
- Services and customer experience will be improved. This will be as a result of being more connected and informed across the council and better managing our supply chain

Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Leigh Whitehouse, Executive Director, Resources
Accountable Executive [Director]	To be confirmed as the programme progresses
Programme Manager	Andrew Richards

How will we know it is successful?

- Accurate management information and insights
- Easily accessible financial, workforce and procurement data
- Updated and refreshed business processes and ways of working

Transforming our core business processes

“Transforming our core business processes through new enterprise wide software, providing centralised digital storage and a trusted source of accurate and timely financial, people and procurement data”

Progress to date

- Budget approval and approval to proceed to procurement achieved
- Completed data cleansing, to identify incomplete, incorrect, or irrelevant data and replace, delete or modify as needed.
- Identified what our internal corporate departments aim to achieve through these new ways of working
- Adopted new approach to ensure work that goes across multiple departments is joined up

Focus for the next phase

- Procure (purchase) enterprise wide software and select a partner to support with implementing the software
- Continue to embed more joined up ways of working
- Undertake further activity around business readiness to minimise the impact of the changes

High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
		<ul style="list-style-type: none"> • Complete procurement of new enterprise wide software 	<ul style="list-style-type: none"> • Begin analysis and looking at each department and how they work 	<ul style="list-style-type: none"> • Begin redesigning ways of working 	<ul style="list-style-type: none"> • Start to implement software and begin new ways of working 	<ul style="list-style-type: none"> • Continue to implement software across all departments 	<ul style="list-style-type: none"> • Complete implementation of software across the council

Transformation investment and efficiencies

Total investment

No specific transformation funding at this stage

Total expected efficiencies

Potential future efficiencies

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 JANUARY 2020****REPORT OF: MRS MARY LEWIS, CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE & FAMILIES****LEAD OFFICER: DAVE HILL, EXECUTIVE DIRECTOR FOR CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE****SUBJECT: CHILDREN'S IMPROVEMENT UPDATE****SUMMARY OF ISSUE:**

Children's services in Surrey were judged by Ofsted in May 2018 to be in a critical state. As a result Ofsted are carrying out a series of 'Monitoring Visits' approximately every 3-4 months, focussing on a different part of the service each time, and assessing the quality of practice for supporting and safeguarding children and families in Surrey. The fourth Monitoring Visit took place in October/November 2019 and the findings from that inspection are included in this report.

Following the 2018 full Ofsted inspection a Children's Commissioner was also appointed by the Department for Education (DfE) to make a judgement about whether children's services should continue to be retained by Surrey County Council (SCC). As previously reported to Cabinet (most recently July 2019), the Commissioner conducted a full review of children's services in September 2018 concluding that SCC had a credible improvement plan in place. A further 'interim review' was carried out in April 2019 with the Commissioner reporting that he was "encouraged at the pace of change – recognising the authority had made rapid and solid progress since the initial review". The Commissioner's final review of our services completed in December 2019 and his recommendations to the Minister and DfE are detailed in this report.

The service has embarked upon a comprehensive transformation programme with a major restructure of children's services completing last year to support the shift to a model based on early support and prevention. The significant internal and external scrutiny of the improvement programme, including the recent feedback from Ofsted and the Commissioner, shows the huge amount of progress made to improve and demonstrates that SCC is progressing well on the improvement journey. This scrutiny (Ofsted, Commissioner.etc) is welcome and provides important insight into the impact of the work however we continue to maintain that this is our journey to providing good and outstanding services for the children, young people and families that we support because they deserve nothing less.

RECOMMENDATIONS:

It is recommended that:

1. Cabinet notes the progress made delivering the Children's Improvement programme and the findings from the recent Children's Commissioner Visit and the fourth Ofsted Monitoring Visit.

2. Cabinet reviews and agrees to the on-going scrutiny arrangements of the improvement programme for the next 6-12 months as described in paragraphs 16-24.
3. Cabinet reviews progress in May 2020 on the delivery of the Children's improvement programme and the findings from the April 2020 Ofsted Monitoring Visit.

REASON FOR RECOMMENDATIONS:

The next Ofsted Monitoring Visit will take place on 7 & 8 April 2020 with publication of the inspector's findings in late-April 2020. At this point the service is expected to have greater certainty on whether the Surrey's children's services will be ready for a full re-inspection from Ofsted this year.

As outlined in the main section of the report, the improvement programme is progressing well with Surrey's children's services successfully delivering the actions from the improvement plan to address Ofsted recommendations from the 2018 full inspection. There are comprehensive scrutiny arrangements already in place for 2020 with involvement from SCC officers, Members, partner agencies, the DfE and other key stakeholders.

DETAILS:

Children's Commissioner Review of Progress and Final Recommendations

1. When the DfE-appointed Children's Commissioner reviewed our transformation and improvement plans over a year ago (report submitted September 2018), they concluded that we had developed the right plan to turn around children's services in Surrey. The April 2019 visit was a check on our progress towards implementing our new structure and new model and to ensure we were on-track to improve the culture and practice for our staff, management and leadership and also our partners.
2. The findings from the interim review were reported to the DfE in May 2019 and the interim conclusion was as follows:

"The authority has made rapid and solid progress since I submitted my original report. It is important to emphasise that this is from a starting point of seriously failing services and there is still some way to go before there is clear evidence that vulnerable children and their families are being better served. Nonetheless, I can give a positive message on the Council's progress and the effectiveness of the leadership that has been put in place. I will report again in 6 months but I am able to commend the progress that has been made whilst continuing to emphasize the magnitude of the task."
3. The Commissioner has carried out a final review of progress in November and December 2019. Feedback was shared with Surrey County Council on 12 December 2019 and we have now received the Commissioner's final report to the Minister and DfE (*see Annex A - Report of the Non-Executive Commissioner for Children's Services Surrey - 20 December 2019*).
4. The methodology of the Commissioner's final review was the same as his previous reviews. Senior Managers and practitioners from Cornwall Council completed on-site visits to Surrey's children's services, meeting with practitioners, managers and partners as well as holding focus groups both with staff, young people and partner

agencies. The review also included audits of around 40 children’s cases along with analysis of the following:

- New / updated policies and procedures;
 - Amended strategies and frameworks;
 - Our plans (e.g. Improvement plan, Transformation plans, Corporate Parenting Board, Safeguarding Partnership plans etc.);
 - Child and young people records;
 - Performance information.
5. The Commissioner’s findings were overall very positive with recognition of the “significant progress that has been made in all ten areas” that were highlighted in his first report in September 2018. In summary, **the Commissioner’s view is that “sustainable improvement is underway in the Authority and that an alternative delivery model no longer needs to be a consideration”**.
6. Further information is available in the attached report (Annex A) with the key findings and conclusions from the Commissioner as follows:
- Progress has been impressive and there is clear evidence of practice improvement and cultural change.
 - Staff morale is good and they report a positive working environment.
 - The introduction of performance management processes and quality standards based on sound data has been particularly impressive.
 - There is now a clear expectation of what is required of staff, linked to an understood social work model.
 - There is still variability across the four quadrants but consistency is much improved along with an overall rise in standards.
 - The North East area has moved to high quality accommodation and in some areas, is leading the way in terms of improvement.
 - The political support has been consistent and delivered on the promises made when the authority went into intervention.
 - The senior management team is strong and the authority has demonstrated a commitment to improving and prioritising children services.
 - There is still much work to do and maintaining pace will be a significant challenge but the authority has come a long way in a short time in terms of improving services to children, young people and families in Surrey
7. We are now awaiting agreement from the Minister on the Commissioner’s recommendation and the publication of the Commissioner’s report. The report will be published by the DfE and Cabinet will be informed once this has happened.

Ofsted Monitoring Visit Findings

8. On 31 October and 1 November 2019 Ofsted carried out their fourth Monitoring Visit of Surrey’s children’s services. The focus of this visit was on the effectiveness of child protection investigations, the quality of statutory assessments and the impact of child protection and child in need plans in reducing risks and improving children’s circumstances.
9. A letter from the Inspectors following the visit detailing their findings was [published on the Ofsted website](#) on 18 December 2019 and a copy is attached here (*see Annex B - Ofsted Monitoring Visit Letter 18.12.19*).

10. The inspectors found that we have made substantial progress over the last year. They were really pleased to see improvements in both the timeliness and quality of interventions. They saw that thresholds were more appropriately managed, that caseloads are more manageable and that management oversight is regularly recorded on records, although the impact of this is variable. They found practitioners to be confident, skilled and enthusiastic when talking about children and their work.
11. While the progress made in these areas of children's services has been recognised by Ofsted, there is still more to do and the inspectors commented that "practice is not yet consistently strong for all children"; some specific issues highlighted by the inspectors include:
- Ensuring practice is consistent across all teams, services and quadrants so that children and families receive the same high quality of service.
 - Supervision and management oversight needs to be more reflective and focussed on improving outcomes for children.
 - Continue the recruitment of new specialist workers to achieve multi-disciplinary social work teams.
 - Child protection conference chairs must document their analysis and evaluation clearly and concisely.
 - While documenting children's views has improved, they must be better evaluated to generate well-informed questions and hypotheses about future levels of risk.
 - Child in need and child protection plans must be made consistently 'smarter' with a greater concentration on the progress and measurement of plan objectives.
 - Continue to introduce the 'neglect assessment tool' currently being piloted in the South East across all quadrants.
 - Further improve and evolve outreach work with children who are at acute risk of exploitation.
12. Ofsted will conduct the next Monitoring Visit on 7 & 8 April 2020. With agreement from the Lead Inspector, this next visit will be treated like a full inspection so we will not be aware of the services being inspected until just before the visit. Following this fifth visit, Ofsted will then assess whether Surrey's children's services are ready for a full re-inspection and we currently expect this to take place later in 2020.

Improvement Priorities – January to June 2020

13. The latest Ofsted report – and the report from the Commissioner - represents the significant amount of work by staff and partners over the last 18 months but we recognise there is more that can be improved on and the journey to good and outstanding services for children and families in Surrey continues.
14. There are several major transformation projects already underway across children's services and these will continue into next year. However we will also be addressing the specific feedback received recently. Priorities for the next 6 months include the following:
- a. Developing the Early Help Offer and ensuring this is clear and well understood by practitioners and partners. Specific activities include: a multi-agency review of the Early Help Assessment (EHA); refreshing the Family Information Service (FIS); improving communication about Early Help in Surrey for the internal and external workforce; fully implementing changes to

our Family Centres and completing the recommissioning of Early Help services.

- b. Addressing the gaps in our training offer both for staff and partners through the Children's Academy and the Safeguarding Partnership.
 - c. Continuing the recruitment activity through the dedicated task-force by increasing the number of permanent practitioners, developing a 're-entry to social work' programme and improving the effectiveness of the centralised recruitment of staff. To achieve the fully multi-disciplinary teams for the Family Safeguarding model, the existing vacancies for specialist workers (e.g. domestic abuse practitioners and substance misuse / mental health practitioners) need to be filled.
 - d. Greater scrutiny of performance information & intelligence, audit and quality assurance findings to ensure services are operating consistently across all parts of the county.
 - e. Fully embedding the Family Safeguarding Workbook and supporting staff to use the new recording system effectively.
 - f. Improving engagement work with children and young people with a renewed focus on ensuring action is taken to address issues that matter to young people and their lived experiences.
 - g. Ensuring managers continue to improve their support for practitioners and helping them to produce 'smart plans' with innovative and focussed direct work being undertaken that directly links to the plan.
15. In line with the priority agreed unanimously by [Full Council in October 2018](#) to bring children in care closer to home, work will continue to expand the pool of SCC foster carers; from April to December 2019, 24 new foster carer households have been approved and we have 17 booked for review at panel between January and March 2020 bringing the expected total to 41 approved for the year. The rollout of the evidence-based [Mockingbird model](#) to better support foster carers continues at pace; this model helps to ensure carers and children have the extended family they need, lowers the risk of placements falling apart and allows foster carers to set up a home hub of around six to eight families providing a network of support to each other. SCC's residential children's homes have an important role to play in this and it is noteworthy that two of our in house services, Libertas (just confirmed on 3 January 2020) and Burbank (October 2019) have both received Outstanding judgements from Ofsted since the last report to Cabinet. In addition, a full review of the residential estate is planned for 2020. There will be a sustained focus on placing children in or close to Surrey and the widely publicised findings of the [All Party Parliamentary Group report 'No Place at Home'](#) and the [report by the Children's Commissioner 'Pass the Parcel'](#) reinforce the need for this to remain a priority for SCC's children's services. It is however important to note that despite this continued effort to bring children closer to home, it will take some time for the overall numbers of looked after children living outside of the County to reduce significantly.

Oversight & Scrutiny of the Improvement Work

16. The Ofsted Priority Action Board (OPAB) has been responsible for overseeing the delivery of the Children's Improvement Plan since September 2018 with membership from Surrey County Council officers and Members, partner agencies, the DfE and the Commissioner.

17. Delivery of the 'Children's Improvement Plan' actions – to address the 18 Ofsted recommendations from the May 2018 full inspection report – has progressed at a significant pace and the action plan is now almost 100% complete. Scrutiny of the improvement work is now shifting to have a greater focus on the impact of the work and it was therefore agreed that the Safeguarding Partnership would lead on providing the required oversight and strategic direction from January 2019 onwards. This decision was taken following discussion with the Safeguarding Partnership Executive, the DfE, Commissioner and other senior stakeholders.
18. To ensure the corporate division(s) of the County Council are also kept informed on the progress of the improvement programme – and its impact on frontline practice, children and families – the Executive Director for Children, Families, Lifelong Learning & Culture and the Independent Chair of the Safeguarding Partnership will report regularly to the Corporate Leadership Team.
19. Scrutiny from the Children, Families, Lifelong Learning & Culture Select Committee will continue along with regular reporting to Cabinet in 2020. Progress addressing the key areas of improvement identified in the 2018 Ofsted inspection were [last reported to the Children, Families, Lifelong Learning and Culture Select Committee on 12 September 2019](#) (along with updates on the Family Resilience Transformation Programme). The Committee recommended that “the Performance Sub-Group monitors the quality of social work practice, service user experience and the performance of the new Family Resilience model via its regular scrutiny of the Children's Service compendium and feeds back to the Committee as appropriate” (see [Item 5 minutes](#) for details).
20. In addition, Members of the Children's Education and Lifelong Learning Scrutiny Committee along with the Lead Member have recently carried out further in-depth scrutiny of the Children's Single Point of Access (C-SPA) in December 2019 as part of their regular scrutiny cycle and they also took part in a 'Recommendation 41 visit' at the C-SPA at the same time. This was an opportunity to carry out detailed scrutiny of the frontline service, observing the teams working in real-time; these and similar visits continue to enhance Members' understanding and awareness of the changes delivered in the improvement programme and the impact on the services.
21. Detailed internal scrutiny of both the quality and performance of frontline services continues to take place through several settings – now well embedded into 'business as usual' across the directorate. These range from team meetings tackling local issues through to countywide 'Practice Leadership Team' meetings chaired by the Director for Quality Assurance focussing on information including performance intelligence, audit findings and feedback / complaints. The team of senior managers and assistant directors use this time to analyse the information, share learning and agree actions with a focus on both issues and what can be done to improve as well as on positive information and data and how it was achieved.
22. The audit programme, introduced in November 2018 provides the opportunity to review the quality of practice and effectiveness of the work being undertaken with children and their families. A selection of cases identified from a cross-section of children's services teams continue to be audited each month with a significant proportion of audits continuing to go through moderation. We continue to receive positive feedback from Ofsted regarding this programme as demonstrated in the Lead Inspector's comments from the latest report:

“An extensive audit programme continues to provide managers with a comprehensive and accurate assessment of the quality of social work practice and frontline management oversight. The significant time and effort invested in a high standard of quality assurance activity is a cornerstone of continuing effective improvement work. Inspectors agreed with the findings of a small sample of audited cases they evaluated and recognised the rigour and quality of the local authority’s auditing work.”

- 23. To further enhance the scrutiny activity and detailed understanding of the quality of practice, a series of ‘Mock Inspections’ will also be taking place between January and April 2020. There will be at least 2 inspections each month across a range of services and the findings from these lead to detailed action/improvement plans being produced by service managers and assistant directors. The Practice Leadership Team will provide the support (and challenge) to ensure actions are followed up and delivered. Findings from these inspections and general inspection readiness work will be reported to the Safeguarding Partnership Executive at least every 2 months.
- 24. Work has already begun to ensure we are aligning the scrutiny of the improvement activity with the work of the Safeguarding Partnership Executive. We will be reporting in detail to the Safeguarding Partnership Executive in February 2020 on the subject of thresholds with analysis of the impact across services – and on service users – resulting from the Family Resilience model put in place earlier this year.

CONSULTATION:

- 25. The Surrey Children’s Improvement Plan has been developed between officers from the Children, Families, Lifelong Learning and Culture directorate, representatives from Surrey Police, Surrey School Phase Councils, health services including the CCGs and providers and colleagues from the third sector. Ofsted inspectors and representatives from the DfE were consulted on the content of the improvement plan in 2018 - and progress made since then – on a regular basis.
- 26. Progress addressing the key areas of improvement across children’s services continues to be scrutinised by the Children, Families, Lifelong Learning and Culture Select Committee on a regular basis (see paragraph 19). A [further update was given to the Select Committee](#) by the Cabinet Member for Children, Young People and Families on 13 December 2019 to provide the opportunity for scrutiny of the priority areas of work, the budget position and the performance of services.
- 27. Overall scrutiny and oversight of the improvement work and the delivery of the Children’s Improvement Plan is being transitioned to the Safeguarding Partnership from the Ofsted Priority Action Board (OPAB) from January 2020 onwards. This is following agreement from OPAB board members, the Independent Chair, the Safeguarding Partnership Executive, the Children’s Commissioner and the DfE representative.

RISK MANAGEMENT AND IMPLICATIONS:

<p>The quantity of change happening across the children’s services operation leads to reduced performance across the service.</p>	<ul style="list-style-type: none"> • Senior Officers understand that this is a challenging programme of transformation. We have high expectations that our staff will be able to provide the high quality service children in Surrey deserve. Additional resources have been
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	<p>deployed across the services during this period of rapid transformation and improvement.</p> <ul style="list-style-type: none"> • Several of the Ofsted Monitoring Visit reports over the last 12 months have commented on the improving learning and quality assurance culture which enables managers to have a detailed and accurate view of front line practice and related performance. The high level of both internal and external scrutiny on the services enables managers to take corrective action if performance drops within a particular service. • Each of the Quadrant Assistant Directors has monthly performance meetings with all of their managers to maintain expectations about compliance. We have built in additional capacity for 12 months (from April 2019 to March 2020) in the Front Door, in Assessment and in Family Safeguarding to lend resilience as new ways of working with families and with partners continue to embed.
<p>Wider stakeholder groups involved in the provision of children’s services and related support for vulnerable children and their families may not be fully engaged or committed to working collaboratively to ensure the successful delivery of the Surrey Children’s Improvement Programme and wider Transformation plans.</p>	<ul style="list-style-type: none"> • Partnership representation is vital and this view is supported by the recommendations following Ofsted’s 2018 inspection of children’s services. A cross-partnership ‘Improvement Plan Delivery Group’ was established in 2018 and this group reported regularly to the Ofsted Priority Action Board on progress. Continued oversight and scrutiny of the improvement work is transitioning to the Safeguarding Partnership from January 2020 and this group includes key stakeholders across the partnership. Robust terms of reference have been agreed and all partners are held to account by the Independent Chair.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

28. There are no direct financial implications relating to the Surrey Children’s Improvement Plan. All improvement work is being delivered using existing resources and revenue budgets where required.

SECTION 151 OFFICER COMMENTARY

29. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook is uncertain as it is heavily dependent on decisions made by Central Government. With no clarity on these beyond 2020/21, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term. As such, the Section 151 Officer supports the progress of the Children's Improvement Plan which will be delivered within existing revenue budgets factored into the Medium-Term Financial Strategy.

LEGAL IMPLICATIONS – MONITORING OFFICER

30. Following the assessment by Ofsted of Surrey's children's services as 'inadequate', the appointment of the Children's Commissioner and his recommendation following review that Surrey Children's Service should be allowed 12 months to demonstrate it can make the required improvements, this report has been prepared to inform Cabinet of the progress of the improvement plan. The Commissioner has recommended to the DfE that Surrey has demonstrated sufficient improvement that the possibility of an alternative delivery model no longer needs to be considered.

31. This update is provided for information and does not require any decision. In his original report to the Secretary of State the Commissioner highlighted the importance of the Ofsted Priority Action Board and of the role of Members in the delivery of the improvement plan. Members will need to consider the revised scrutiny arrangements as set out in this report.

EQUALITIES AND DIVERSITY

32. There are no direct equalities implications arising from this report but any actions taken need to be consistent with the council's policies and procedures.

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

33. The re-inspection of children's services by Ofsted in February/March 2018 rated the 'children looked after and achieving permanence' service as Requires Improvement. 5 (of the 18) recommendations from the inspectors specifically relate to services for looked after children; several actions in the Children's Improvement Plan are addressing these issues. In addition, the Corporate Parenting Board, chaired by the Lead Member for Children, Young People & Families, continue to oversee the relevant improvement work for these services.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

34. The Children's Improvement Plan outlines the work required to address all recommendations from Ofsted following the re-inspection of children's services. Up to 10 of the recommendations describe work required to address failings in our practice to safeguard vulnerable children.

WHAT HAPPENS NEXT:

35. The Commissioner's report and subsequent recommendations detailed in this report will be reviewed by the Minister (Undersecretary of State for Education or equivalent) and the Department for Education. The Minister will then confirm any further specific action that is required by the Authority however the formal involvement of the Commissioner for Surrey's children's services has now ended (subject to agreement by the Minister).
36. Ofsted will next carry out a Monitoring Visit on 7 & 8 April 2020 and the report outlining the findings will be published late-April 2020. At this point, Ofsted will make a judgement on whether Surrey's services are ready for a full re-inspection and if so, it is expected that a full re-inspection will take place later this year.
37. The services will continue to deliver the improvement programme with an immediate focus on the priorities outlined in paragraph 14. Progress and particularly the impact of the improvements on children, young people and families will be scrutinised by the Safeguarding Partnership (Executive) approximately every 2 months with action taken and resources allocated to address emerging issues as required. Additional updates will be reported to the Children, Families, Lifelong Learning & Culture Select Committee and to the Corporate Leadership Team on a regular basis.

Contact Officer:

- Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture.
dave.hill@surreycc.gov.uk

Consulted:

- Mary Lewis, Cabinet Member for Children, Young People & Families
- Simon Hart, Independent Chair of the Surrey Safeguarding Children's Partnership
- Surrey Children's Safeguarding Partnership – Executive Group
- Ofsted Priority Action Board (OPAB)
- Trevor Doughty, Commissioner for Surrey's children's services

Annexes:

- Annex A - Report of the Non-Executive Commissioner for Children's Services Surrey - 20 December 2019
- Annex B - Ofsted Monitoring Visit Letter 18.12.19

Sources/background papers:

None

Report of the Non-Executive Commissioner for Children's Services

Surrey County Council

20 December 2019

Trevor Doughty

Children's Services Commissioner for Surrey County Council

- 1.1 I was appointed non-executive commissioner for Surrey County Council following the Ofsted Inspection carried out under the Single Inspection Framework between 26 February and 22 March 2018. The report was published on 16 May 2018. Ofsted rated Surrey's children's services 'Inadequate'. Following consideration of the report, the Secretary of State concluded that the Council is failing to perform to an adequate standard for some or all of the functions to which Section 497a of the Education Act 1996 is applied by Section 50 of the Children Act 2004 (Children's Social Care functions). On 25 June 2018 I was appointed Commissioner for Children's services in Surrey. My primary focus as the Commissioner is the 'presumption test', that is "In cases of persistent or systemic failure, children's social care services will be removed from local authority control for a period of time in order to bring about sustainable improvement unless there are compelling reasons not to do so".
- 1.2 In reporting to the Minister as part of my recommendations I said the following.

"It is too early to make a secure judgement about whether the steps that have and are being taken will bring about sustainable improvement in the effectiveness of children's social care services in Surrey. The Council now recognises and accepts the depth and complex nature of the issues it faces in children's social care. It has appointed a sector leader as the Director of Children's Services and a Chief Executive who understands the challenge and how to support her DCS and what to look for. However, it is too early to expect the improvements required to rectify the deep and long-standing problems identified by Ofsted and confirmed by my review. Given the clear intention of the Council and significant resources allocated to the task, at this early stage I do not believe that taking the Service out of the control of the Council will accelerate progress, rather that it could serve as a distraction to the considerable efforts of the DCS to make the necessary improvements. It is for these reasons, I recommend that the Minister allows the Council a further 12 months to demonstrate that the action plan it has put in place is working. It is particularly important that there is continuity in an ongoing dialogue to monitor improvement in addition to the monitoring visits by Ofsted. I would, therefore, also recommend that Commissioner

oversight should continue with further reviews and assessment of progress against the findings of this first review in around 6 and 12 months. In my view this would strike a proper balance between concern arising from the previous 'false starts' and an acknowledgement of the recent but palpable change in the attitude and approach by the Council to bring about sustainable improvement."

- 1.3 I submitted my interim report to the Minister on 16 May 2019 and the interim conclusion was as follows

"The authority has made rapid and solid progress since I submitted my original report. It is important to emphasise that this is from a starting point of seriously failing services and there is still some way to go before there is clear evidence that vulnerable children and their families are being better served. Nonetheless, I can give a positive message on the Council's progress and the effectiveness of the leadership that has been put in place. I will report again in 6 months but I am able to commend the progress that has been made whilst continuing to emphasize the magnitude of the task."

- 1.4 This report is my final submission following the 12 month review I undertook to complete in my first report.

- 1.5 The methodology has been as in my previous two reports. In November 2019 Senior Managers and practitioners from Cornwall Council completed on site visits auditing around 40 cases meeting with senior practitioners, managers and partners as well as holding focus groups. They were made welcome by the County Council and partners and as in the previous two visits, all staff and partners were open and candid. I met with the DCS and senior Members and managers following the visit to give feedback on the findings.

- 1.6 People and Leadership

In my initial report I emphasised the dependence and reliance on the appointments of a new Chief Executive and DCS with strong and established reputations. In my interim report I noted that senior appointments had been made at an impressive rate and leadership and responsibility was therefore more evenly distributed and there was no longer over dependence on the DCS. There is

now sufficient capacity at middle manager level to provide quality assurance of practice and this can be seen in case audits where managers had identified practice that required improvement.

1.7 Help and Protection

Over the last 12 months there has been good and rapid work to put in place a structure, management team, quality and performance management arrangements that have the compacity and drive to address the long-standing systemic failures in helping and protecting children and families in Surrey. There has been significant investment in the resources available to the service.

There are clear signs that performance and quality of practice are improving. Appropriate systems are in place. It is obviously important that the Council maintains the focus and energy on using the arrangements to deliver the stated vision of multi-disciplinary working and evidence base practice.

1.8 Children in Care and Care Leavers

Corporate parenting is developing well with a strong lead from members and the chair of the board. It is recognised that there is further work to do with partner membership and representation of young people. Children are being seen and plans undertaken and this has been the primary focus with further work to do around the clarity of the service methodology. The commitment of managers is clear. The numbers of children placed out of County remains high and the Council is aware of this and plans are in place to reduce those numbers but this will take time and continued effort to make a significant impact. Initial health assessments have improved considerably and the virtual school has been remodelled with a positive impact on Personal Education Plans anticipated but yet to be delivered.

1.9 Front Door and Early Help

The improvements to the front door outlined in my interim report have continued and there has been strong investment on training in the resilience model which has been cascaded to partners and has been well received. New arrangements are in place for contact and referral with the Multi Agency Safeguarding Hub (MASH) being replaced by a Children's Single Point of Access (CSPA). The introduction of the new threshold document "Levels of Need" has

been positively received by practitioners and managers and there is evidence this has lowered caseloads. The Early Help Hub has moved to new premises which has been a significant improvement. Morale seems high and the newly appointment Early Help Hub Manager is very positive with a clear grip on process and vision for the direction of travel. The closure and recommissioning of Children Centres now Family Centres working across ages 0 -11 is mostly completed. However the Early Help offer is not always clear to partner agencies or social work teams and the challenge remains to make it fully understood and effective.

1.10 Quality Standards/Workforce Development and Safeguarding Partnership

There has been impressive and rapid improvement in terms of quality assurance overall. The quality assurance service and team have a clear understanding as to why QA is in place and how it drives service improvement. It is reassuring that the quality assurance and performance systems which have been given priority in underpinning service development, are delivering honest and thorough audits and performance reports giving senior managers a clear measurement of progress. There is evidence of culture change with the lived experience of the child being more evident. Practitioners and Practice Supervisors can go beyond compliance and can articulate the learning that arises from audits. Audits are used to reflect on practice. The CP Chair and the IRO service has reviewed data and practice throughout the year and produced a comprehensive report outlining various aspects. The service is a good example of how data has prompted enquiry and changes to service delivery. The performance data available to the whole service is comprehensive. It is relevant, well-presented, and flexible. Anomalies are picked up and there are now clear routes for interrogation, with an expectation that data will inform performance and practice. Practice supervisors have reported very favourably about "Tableau" and authentically discussed how they use it in their daily business and to challenge and use it in supervision.

The new Safeguarding arrangements are in place and are being implemented in compliance with the 2017 Act. The independent Chair and Scrutineer provides strong and inclusive leadership and scrutiny. This is matched by a strong and positive lead from the

decision-making executive and reflects a genuine partnership approach. The new partnership forum structure which allows involvement and discussion has been well received. The business support function is working well. Some education partners however, continue to voice frustration and it is important their concerns are listened to and responded to. Multi agency training is largely effective but there are some reports of variability of quality.

1.11 Conclusion and Recommendation

In my recommendations to Surrey County Council in my report of 19 September 2018 I highlighted ten issues for the Council to address. Significant progress has been made in all ten areas. That report was very stark in setting out the long term and systemic failures in Surrey which were still very apparent at the time of the report submission. Progress has been impressive and there is clear evidence of practice improvement and cultural change. Staff morale is good and they report a positive working environment. The introduction of performance management processes and quality standards based on sound data has been particularly impressive. There is now a clear expectation of what is required to staff linked to an understood social work model. There is still variability across the four quadrants but consistency must improve along with an overall rise in standards. The North East area has moved to high quality accommodation and is no longer as seen as the poorest performing area and indeed, in some areas, is leading the way in terms of improvement.

Of course there is still much work to do and maintaining pace will be a significant challenge but the authority has come a long way in a short time in terms of improving services to children, young people and families in Surrey. The political support has been consistent and delivered on the promises made when the authority went into intervention. The senior management team is strong and the authority has demonstrated a commitment to improving and prioritising children services.

As this is my final report as Commissioner, I am now in a position to make a clear recommendation. There has been significant improvement identified in the two follow up reviews undertaken by Cornwall Council staff. This view is shared by the published Ofsted Monitoring Visits. My view is that sustainable improvement is

underway in the Authority and that an alternative delivery model no longer needs to be a consideration.

I would like to thank Surrey County Council and partner agencies for their openness and co-operation in my work as Commissioner.

Trevor Doughty
Commissioner for Surrey's Children's Services

20 December 2019

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Ofsted
Piccadilly Gate
Store Street
Manchester
M1 2WD

T 0300 123 1231
Textphone 0161 618 8524
enquiries@ofsted.gov.uk
www.gov.uk/ofsted



18 December 2019

Mr Dave Hill, CBE
Director for children, families, lifelong learning and culture
Surrey County Council
County Hall
Kingston Upon Thames
KT1 2DN

Dear Dave

Monitoring visit of Surrey children's services

This letter summarises the findings of the monitoring visit to Surrey children's services on the 31 October and 1 November 2019. The visit was the fourth monitoring visit since the local authority was judged inadequate overall in May 2018. The inspectors were Nick Stacey and Margaret Burke, Her Majesty's Inspectors.

Inspectors evaluated: the timeliness and effectiveness of strategy meetings and child protection investigations; the quality and timeliness of assessments completed about children and families; the progress made for children who are the subjects of child in need and child protection plans; and the response to older children who are experiencing, or who are at risk of, child exploitation.

Overview

Senior leaders and managers have made substantial progress in improving the response to children who are at risk of significant harm, and children who have subsequently become subject to child protection and child in need plans, since this area of practice was last evaluated at the September 2018 monitoring visit. A new practice model is being rolled out through a phased implementation programme, and all social workers seen during the visit have undertaken some initial training and have taken part in development activities. Critically, social worker caseloads in the assessment and family safeguarding teams have reduced markedly to an average of 15 cases, and these manageable workloads are enabling social workers to undertake an improving standard of assessment, planning and direct work with children. Overall, improvements in the quality of social work, management oversight and supervision are gathering momentum, but practice is not yet consistently strong for all children.

Social workers and managers have a better understanding and approach to children who are the subject of repeated assessments and plans, often over periods of many years. The impact and durability of multi-agency work with children is more

rigorously evaluated before cases are stepped down to early help or are closed. Management oversight and supervision are visible and regular. The recording of supervision often comprises lengthy reviews of work undertaken, and rarely features evidence of proactive, inquisitive approaches, generating questions and ideas for social workers to help them address entrenched difficulties, such as domestic abuse, parental substance misuse and mental illness. The planned recruitment of a range of new specialist workers to social work teams over the next few months, who have skills in working with complex adult difficulties, including domestic abuse, adult substance misuse and mental illness, is eagerly anticipated. Some specialist workers, notably child and adolescent mental health professionals, are already working alongside social workers, helping them to formulate ideas and plans in order to strengthen their direct work with children and parents.

Findings

Most strategy meetings are attended by relevant agencies, and all known information about children is considered. Decisions about whether to continue to a child protection enquiry are well evidenced, and initial steps and safety plans are set out well. Management decisions are clearly written, and demonstrate careful consideration of information relating to previous episodes of agency involvement with families. A small number of strategy meetings were limited to discussions between social workers and the police; in these instances, not all pertinent information about children was shared in order to inform an initial assessment of risk.

The outcomes of child protection enquiries are well recorded. Children are promptly seen, on their own, and, where necessary, repeatedly to ensure that their accounts and experiences are captured and understood. Social workers engage parents and carers thoughtfully, and a wide range of multi-agency information and previous history is thoroughly evaluated. Concluding decisions are carefully recorded by service managers, providing consistent senior management oversight of early safeguarding interventions.

The timeliness of initial child protection conferences (ICPCs) has declined in recent months. Inspectors did not see any further risks to children because of short delays, but the effectiveness of these meetings is inconsistent. ICPCs are typically well attended, and the participation of children and their carers is strongly promoted. Minutes often comprise dense and highly detailed verbatim recordings rather than concise informative summaries, reducing the accessibility of these important records. The views of children are captured, but, frequently, are not used to produce a clear picture of their lives at home, and the degree of continuing risk they may be exposed to. The practice of documenting risks, strengths and worries in columns, and the prevalent use of scaling exercises, can sometimes overcrowd and obscure, rather than illuminate, children's core risks and needs. Conference chairs do not always document their analysis and evaluation of risk crisply and clearly, and this indicates a lack of rigour in their expert decision-making responsibilities. Plans often feature numerous actions that are not prioritised to help parents and professionals work on the most important elements in a sequential way.

Assessments are completed within reasonable timeframes, and the reasons for undertaking them are set out clearly alongside initial plans. The improved threshold management and gatekeeping at the children's single point of access, the local authority's 'front door', continues to be effective. This results in fewer children and families experiencing assessments that are inappropriately either discontinued or that culminate in no help being provided. Parental histories and previous episodes of involvement are helpfully summarised. This provides an understanding of recurring adult vulnerabilities that adversely affect the provision of reliable, safe and nurturing parenting. Chronologies are routinely completed by social workers, and most helpfully highlight key events and changes. Determined efforts are made to contact and include birth fathers and extended family networks, and family group conferences and network meetings are now more prevalent. Visits to children, parents and carers are conducted with purpose, and the input of other agencies is prominent and informative.

The outcomes and concluding analyses of assessments are of a mixed quality. Most encapsulate the main risks, worries, needs and strengths, but they often feature lengthy bulleted columns rather than a coherent summary of salient themes and findings. Children's views are documented but are frequently not evaluated to generate well-informed questions and hypotheses about future levels of risk that should be considered in subsequent plans and interventions.

The quality of child protection and child in need plans is improving, but further work is required to ensure that they are consistently SMART (specific, measurable, achievable, realistic and timely). Danger statements crisply and incisively outline the main risks that children are exposed to. Child protection conference chairs' summaries and explanations are not consistently strong and sharp, particularly when plans are ended or stepped down to lower intervention levels. Some plans are too lengthy and are saturated with dense professional language. Comprehensively recorded core groups are held regularly for children who are subject to child protection plans. Many would be further improved by a greater concentration on the progress and measurement of plan objectives, and fewer lengthy activity descriptions.

Children are seen promptly and regularly by social workers, both during assessments and when they are the subjects of statutory plans. Imaginative approaches are often used by social workers to engage with children of all ages in order to understand their daily lives. This work could be further strengthened if plans and management supervision were more explicit about the objectives of direct work, and provided more guidance on how it should be approached. Nevertheless, social workers who have been allocated to children for longer periods undertake constructive and insightful work with children to elicit their feelings, worries and interests and what they would like to change in their family lives. Social workers record their visits to children conscientiously and many records appropriately align the purpose and content of visits to the progression of plan objectives.

The impact on children of living in neglectful home conditions is not conveyed clearly enough in all cases. This means that the extent, severity and adverse impact on children's daily well-being and safety is not explained clearly enough. Some social workers very precisely observe and record unhygienic features in homes and in the standard of physical care provided to children. Other records are too generalised, using terms such as 'unsatisfactory' or 'dirty'. Senior managers are aware of this and are appropriately introducing a well-known neglect assessment tool to develop this area of safeguarding practice. Children living in homes where there are longstanding patterns of domestic abuse, parental mental ill-health or substance misuse are starting to benefit from child protection and child in need reviews, which evaluate the capacity of their parents and carers to make and sustain positive changes. This sharper focus is starting to address the substantial legacy of cases where repeated referrals, assessments and plans over many years have not improved the lives and damaging circumstances experienced by many of the most vulnerable children.

Older children who are at risk of or who are experiencing child exploitation are quickly assessed and engaged by social workers, family support and targeted youth support workers. These workers are predominantly situated in adolescent safeguarding teams. Nearly all children who go missing from home are offered timely return home conversations, and workers follow up with those who decline. Useful information provided by children in return home conversations is immediately passed to specialist police officers, who use it to undertake intelligence mapping, disruption and dispersal activity. Regular multi-agency risk management meetings review and oversee risk reduction work with those children who are at the greatest risk, but the information and intelligence from these meetings is not always easily discernible in social work case records and intervention plans. Senior managers recognise that assertive, persistent outreach work with children who are at acute risk needs to evolve and improve further, and they have realistic plans to build on the current constructive direct work carried out.

Management oversight of frontline practice is consistently evident in strategy meetings, child protection enquiries and assessments. Threshold decisions are largely explicit, proportionate and well evidenced. Management supervision of cases allocated to social workers in family safeguarding teams is regular and recorded. Senior managers' decisions are well documented when children's difficulties at home escalate. The pre-proceedings stages of the public law outline and care proceedings are initiated when needed. Social workers appreciate the advice and support provided by their managers. Written supervision records illustrate that the work undertaken is reviewed and that further tasks are clearly set out. There is limited evidence, however, of reflective, curious questioning evaluating how the cumulative impact of busy multi-agency interventions are improving children's lives, and scant evidence that managers are advising social workers about how they should approach their direct work.

Social workers enjoy working in Surrey. This includes many longer-serving agency workers, some of whom are actively considering applying for permanent positions. Senior managers' efforts to increase the proportion of permanent social workers continue to be successful, and these staff now comprise the large majority of the

workforce. A substantial number of skilled non-social work qualified workers are being supported through social work degree programmes in a fruitful partnership with a local university. Social workers recognise that the major recent structural changes in the service, and the ongoing implementation of a new practice model, present valuable opportunities to provide evidence-based interventions and sustainable improvements in the lives of the most vulnerable and disadvantaged children. They are embracing the changes willingly and constructively. Permanent managers have been appointed through all layers of the service, presenting a solid base on which to build continuous practice improvements.

An extensive audit programme continues to provide managers with a comprehensive and accurate assessment of the quality of social work practice and frontline management oversight. The significant time and effort invested in a high standard of quality assurance activity is a cornerstone of continuing effective improvement work. Inspectors agreed with the findings of a small sample of audited cases they evaluated and recognised the rigour and quality of the local authority's auditing work.

I am copying this letter to the Department for Education. It will be published on the Ofsted website.

Yours sincerely

Nick Stacey
Her Majesty's Inspector

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 JANUARY 2020****REPORT OF: MRS JULIE ILES, CABINET MEMBER FOR ALL AGE LEARNING****LEAD OFFICER: LIZ MILLS, DIRECTOR EDUCATION, LIFELONG LEARNING & CULTURE****SUBJECT: ADMISSION ARRANGEMENTS FOR SURREY'S COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS AND THE COORDINATED SCHEMES THAT WILL APPLY TO ALL SCHOOLS FOR SEPTEMBER 2021****SUMMARY OF ISSUE**

Each year, Surrey County Council is responsible for processing approximately 30,000 applications for a school place from Surrey residents and coordinates offers for over 350 schools. The admission arrangements for each school determine which children can be offered a place and Surrey's coordinated admissions scheme ensures that, as far as possible, no child receives an offer at more than one school.

Within Surrey, there is a mixture of community, voluntary controlled, academies, foundation, free, trust and voluntary aided schools.

Surrey County Council is responsible for setting the admission arrangements for the 98 community and voluntary controlled schools and the coordinated schemes. The remaining schools are academies, foundation, free, trust and voluntary aided schools and are responsible for setting their own admission arrangements. As such their admission arrangements are not covered in this report.

Following statutory consultation on Surrey's admission arrangements for September 2021, Cabinet is asked to consider the responses set out in Enclosure 4 and make recommendations to the County Council on admission arrangements for Surrey's community and voluntary controlled infant, junior, primary and secondary schools and for the coordinated schemes that will apply to all schools for September 2021.

This report covers the following matters in relation to school admissions:

- Priority for children of staff – Recommendation 1
- Worplesdon Primary School, Guildford – Recommendation 2
- Schools to be included in the assessment of nearest school – Recommendation 3
- Published Admission Numbers for other community and voluntary controlled schools – Recommendation 4
- Admission arrangements for which no change has been consulted on – Recommendation 5
- Primary and secondary coordinated admission schemes that will apply to all schools for 2021 – Recommendation 6

Recommendations are set out below and further details of each proposal are set out in paragraphs 1 to 58.

RECOMMENDATIONS

It is recommended that Cabinet make the following recommendations to the County Council:

Recommendation 1

That priority is introduced for children of staff for September 2021.

Reasons for Recommendation

- there was overwhelming support for this proposal
- it will help community and voluntary controlled schools with staff recruitment and retention
- it is permitted under the School Admissions Code
- the definition of children of staff is compliant with the Code
- it will put community and voluntary controlled schools on an equal footing with those academies, foundation, free, trust and voluntary aided schools which already give priority for children of staff

Recommendation 2

That the Published Admission Number (PAN) for Reception at Worplesdon Primary School is decreased from 60 to 57 for September 2021.

Reasons for Recommendation

- It will enable children admitted to the Special Education Needs & Disabilities (SEND) specialist centre to be educated in the mainstream class more than 50% of the time
- It will reduce the likelihood of the school having to take qualifying measures to meet infant class size legislation
- It is supported by the Headteacher and Governing Body of the school
- There will still be sufficient places for local children if the PAN is decreased
- It will have no impact on children who are currently on roll at the school

Recommendation 3

That no changes are made to the assessment of nearest school for 2021 admission.

Reasons for Recommendation

- It will allow time for a wider review of the use and definition of nearest school ahead of consultation for 2022 admission
- It will enable parents to have some historical benchmark by which to make informed decisions about their school preferences for 2021 admission

Recommendation 4

That the Published Admission Numbers (PANs) for September 2021 for all other community and voluntary controlled schools (excluding Worplesdon Primary School which is covered by Recommendation 2) are determined as they are set out in Appendix 1 of Enclosure 1.

Reasons for Recommendation

- Most other PANs remain as they were determined for 2020 which enables parents to have some historical benchmark by which to make informed decisions about their school preferences for 2021 admission
- The PAN for Ash Manor School has been increased from 210 to 240 as part of a planned expansion
- The School Commissioning team supports the PANs

Recommendation 5

That the aspects of Surrey's admission arrangements for community and voluntary controlled schools for September 2021 for which no change has been consulted on, are agreed as set out in Enclosure 1 and its appendices.

Reasons for Recommendation

- The existing arrangements are working well
- This will ensure stability and consistency for the majority of Surrey's parents, pupils and schools
- The arrangements enable parents to have some historical benchmark by which to make informed decisions about their school preferences
- The arrangements enable the majority of pupils to attend their nearest schools and in doing so reduce travel and support Surrey's sustainability policies
- The changes highlighted in bold in sections 14 and 15 of Enclosure 1, which have not otherwise been referenced in this report, have been made in response to determinations by the Schools Adjudicator

Recommendation 6

That the primary and secondary coordinated admission schemes that will apply to all schools for 2021 are agreed as set out in Enclosure 2.

Reasons for Recommendation

- The coordinated schemes for 2021 are essentially the same as 2020 with dates updated
- The coordinated schemes will enable the County Council to meet its statutory duties regarding school admissions
- The coordinated schemes are working well

DETAILS**Recommendation 1 – Priority for children of staff**

1. The reasons for this change are set out in section 1 of Enclosure 3.
2. There was significant support for this proposal with 108 respondents in support and 40 opposed to it.
3. The introduction of priority for children of staff would support community and voluntary controlled schools with staff recruitment and retention.
4. Within Surrey, 93 (36%) of academies, foundation, free, trust and voluntary aided schools will give priority to children of staff for 2020 admission. This recommendation would put community and voluntary controlled schools on an equal footing with those schools.
5. Of the local authorities neighbouring Surrey, the following already give priority for children of staff for their community and voluntary controlled schools:
 - Bracknell Forest
 - Hampshire
 - Hillingdon
 - Hounslow
 - Kingston
 - Richmond

6. In addition, West Sussex County Council are consulting on introducing priority for 2021 admission.
7. Whilst 40 respondents indicated that they were opposed to the proposal, none of those who declared themselves to be from a school were representatives of a community or voluntary controlled school.
8. Concerns raised included concern about the impact on families who live closer to the school and whether it was appropriate to use admission arrangements to address recruitment and retention issues in schools.
9. It is recognised that schools do continue to have difficulty recruiting and retaining staff and that giving priority for admission is permitted by the School Admissions Code and is one way to help schools manage this. Any benefits realised by the school in this regard would also be realised by its pupils as the number of staff vacancies decline and staff continuity increases.
10. It is anticipated that the number of children benefitting from staff priority each year would be low. For 2019 admission, 80 academies, foundation, free, trust and voluntary aided schools in Surrey included a criterion for children of staff within their admission arrangements. Of these, 29 schools (36%) allocated a total of 55 places to children of staff which amounted to 1.2% of the total places allocated at these schools.
11. Some respondents suggested that the number of places allocated to children of staff might be capped. However this would create a further level of complexity to the admission arrangements and would be technically challenging, requiring fixed number bands to be set up for all 98 community and voluntary controlled schools. It would also create uncertainty for families applying under this criterion, potentially negating the benefit of its existence. As the number anticipated to qualify under this criterion is anticipated to be low, it is not felt that a cap would be necessary.
12. Some respondents indicated their opposition on the basis that children of no faith should not get priority for a faith school, ahead of children of faith due to their parent being a staff member. However this proposal only applies to community and voluntary controlled schools which do not give priority on the basis of faith. Academies, foundation, free, trust and voluntary aided schools in Surrey are responsible for setting their own admission arrangements and for deciding whether or not to give priority to children of staff.
13. Other respondents suggested that this priority should only be introduced for families who live in Surrey. However the School Admissions Code precludes an admission authority from giving priority based on the local authority in which a child lives.
14. Some respondents raised a question of whether this proposal would apply to full and part time members of staff. The local authority is of the view that to restrict priority to full time members of staff, or staff working a certain number of hours/days, could be unfair as it would not take account of the need or reason for part time employment. This may disadvantage single parents or working mothers from qualifying which in turn could be construed as being discriminatory under Equalities legislation.
15. This change is reflected in Enclosure 1 and is highlighted in bold within sections 7, 8 and 11. It provides for priority to be given to children of staff within criterion three, after looked after/previously looked after children and children where there is an exceptional social/medical need.

Recommendation 2 – Worplesdon Primary School: reduction of Reception Published Admission Number (PAN) from 60 to 57

16. The reasons for this change are set out in section 2 of Enclosure 3.
17. The number of responses was low with six respondents in support of this proposal and 11 opposed to it.
18. A reduction in PAN from 60 to 57 would ensure that each year group can accommodate three centre children in the mainstream classes, thus protecting the centre places that have been commissioned for SEND children who have an Education Health and Care Plan. It would also reduce the likelihood of the school having to take qualifying measures to comply with Infant Class Size legislation as class sizes should not breach 30.
19. Whilst 11 respondents were opposed to this proposal, only six lived in the area of the school.
20. The comments of those opposed reflected a general concern about the provision of places in the area and the potential pressure at other schools. However it is anticipated that there would still be sufficient places in the area if the PAN is decreased.
21. In addition, this decrease in PAN would have no impact on children who are currently on roll at the school.
22. This proposal is supported by the Headteacher and Governing Body of Worplesdon Primary School.

Recommendation 3 – Schools to be included in the assessment of nearest school

23. The reasons for proposing this change are set out in section 3 of Enclosure 3.
24. There was a significant level of response to this proposal with 48 respondents in support and 65 opposed.
25. Due to the amount of opposition and confusion regarding this proposal and the need to do a wider review of the use and definition of nearest school for 2022 admission, it is recommended that this proposal is withdrawn.
26. Within the admission arrangements for most community and voluntary controlled schools, priority is given to children who have the school as their nearest school ahead of those who do not. Schools are considered in the assessment of nearest school if they have admitted children without regard to faith in each of the previous three admissions years. As a result, this assessment includes most academies, foundation, free, trust and voluntary aided schools.
27. Whilst no change was proposed to this policy, each year a review of the previous three years' intakes must take place to ensure that the schools to be considered in the assessment of nearest school are in line with Surrey's published statement. The review this year meant that it was proposed to include a further eight schools in the assessment of nearest school. Each of these was a faith school which had admitted children without regard to faith in each of the previous three admissions years.
28. Whilst there was significant opposition to this proposal, it is evident from the responses that there was also some confusion over the use of 'nearest school' within the admission arrangements for community and voluntary controlled schools and the impact of the proposed change on the intake at other schools. Some respondents appeared to support

the proposal on the basis that it would give them priority for their nearest school, even where that was a faith or out of County school, and others appeared to have been opposed on the basis that all schools should give priority to children who have a school as their nearest, when in fact neither of these factors are within the local authority's control.

29. This aspect of Surrey's admission arrangements i.e. use of nearest school, links to a determination against Surrey's admission arrangements for 2020 by the Office of the Schools Adjudicator, dated 9 October 2019 (ADA3589). A number of respondents have referenced this in their response.
30. Some points of clarification have already been made to the admission arrangements for 2020 and 2021 to address some of the concerns raised by the Adjudicator. However, in his determination, the Adjudicator raised a more substantive matter which he acknowledged would take longer to review. He set out that use of 'nearest school' within a set of admission arrangements creates a number of catchment areas which are defined by a polygonal shape based on the location of each school and the other 'nearest' schools surrounding it.
31. The School Admissions Code requires changes to a catchment area to be consulted on and for each catchment to be reasonable and clearly defined. The local authority has committed to do a wider review of its use and definition of 'nearest school' and the catchment areas that this creates ahead of consultation for 2022 admission, to ensure the arrangements meet the requirements of the Code in this respect.
32. As a consequence of withdrawing this proposal, the Surrey and out of County schools to be used in the assessment of nearest school for 2021 admission would remain the same as those used for 2020 admission. This would enable parents to have some historical benchmark by which to make informed decisions about their school preferences for 2021 admission ahead of any broader changes that may be proposed for 2022 admission.
33. Section 13 of Enclosure 1 has been updated to reflect this change.
34. If any changes are proposed for 2022 admission the local authority would have to undergo full consultation for at least six weeks between 1 October 2020 and 31 January 2021.

Recommendation 4 - Proposed Published Admission Numbers (PAN) for other community and voluntary controlled schools

35. Appendix 1 of Enclosure 1 sets out the proposed admission numbers for all community and voluntary controlled schools for 2021 admission, with changes highlighted in bold.
36. The reduction in PAN at Worplesdon Primary School is referenced in Recommendation 2.
37. It is also proposed to increase the PAN at Ash Manor School from 210 to 240 as part of a planned expansion.
38. It is proposed that the PAN for all other community and voluntary controlled schools for 2021 should remain as determined for 2020. This would enable parents to have some historical benchmark by which to make informed decisions about their school preferences.
39. The School Commissioning team support the proposed PANs.

40. Each community and voluntary controlled school has been given the opportunity to comment on the proposed PAN if they wished.

Recommendation 5 – Admission arrangements for which no change has been consulted on

41. The local authority has a duty to determine the admission arrangements for all community and voluntary controlled Schools by 28 February 2020, even if there are no changes proposed.
42. Consistent admission arrangements that do not change enable parents to have a historical benchmark by which to assess their chances of success in future years and provide some continuity for schools and parents.
43. The admission arrangements for Surrey’s community and voluntary controlled schools are generally working well. This is demonstrated by the fact that in 2019, of the 29,460 on time applications across all phases from Surrey residents, 87.2% were offered a place at their first preference school and 96% were offered a place at one of their preference schools.
44. The admission arrangements enable the majority of pupils to attend their nearest school and in doing so this reduces the need for travel and supports Surrey’s sustainability policies.
45. The change highlighted in bold in section 14 of Enclosure 1, which has not otherwise been referenced in this report, has been made in response to a determination by the Schools Adjudicator against a Sutton school (ADA3526). This set out that the admission arrangements should not rule out a relative’s address being used as a home address. This is because there may be cases where a child does ordinarily live at a relative’s address and to preclude this address from being used would be unfair and unreasonable and thus non-compliant with the Code.
46. The change highlighted in bold in section 15 of Enclosure 1, which has not otherwise been referenced in this report, has been made in response to a determination by the Schools Adjudicator against another Surrey school (ADA3603/ADA3604/ADA3605). In previous years the admission arrangements have said that children from a multiple birth would be admitted where it is ‘logistically possible’. However the Schools Adjudicator set out that this is not objective as it does not define how the admission authority might determine whether or not it would be logistically possible to offer each child a place. The admission of other children from a multiple birth is an exception to Infant Class Size legislation. As schools do tend to admit all children from a multiple birth and this would be the preferred outcome to support children and families, the admission arrangements have been updated to be definitive on this.
47. Changes made to comply with a decision of the Schools Adjudicator or a mandatory requirement of the School Admissions Code may be made without consultation.
48. 29 respondents took the opportunity to make comments about the admission arrangements for community and voluntary controlled schools for which no change was proposed but the majority related to matters already covered by this report. Three respondents raised new issues in response to this question which were relevant to community and voluntary controlled schools.
49. **Children who are subject to a Special Guardianship Order (SGO) should be treated as ‘excepted children’ when being admitted to an infant class** – one respondent suggested that all schools should treat children who are subject to an SGO as an

excepted pupil to Infant Class Size regulations, so they might be admitted to a Key Stage 1 class, even if there were already 30 children in each class. However, in accordance with Infant Class Size Regulations a child who is subject to an SGO cannot be treated as an excepted child unless they also meet the definition of a looked after child or if they left care as a result of being made the subject of an SGO.

50. **Siblings of children whose families have moved** – two respondents raised a concern about priority for siblings where the family has moved away from the school since the first child was admitted.
51. This could be achieved by prioritising siblings who have the school as their nearest ahead of those who don't, to prevent other local children being deprived of a place. This is an arrangement that has been introduced at a small number of schools but may not be appropriate for all schools. A balance needs to be drawn between enabling siblings to travel to and study at the same school and supporting families to access a place at a local school.
52. In considering whether such an arrangement should be introduced the following factors would be considered:
- Whether a school has been asked to admit an extra class above PAN and if so in how many year groups, as this can lead to an increase in the number of siblings applying for the school in the future
 - Whether a school historically admits a high number of siblings and whether the sibling numbers have increased following the admission of an extra class
 - The distance that the school traditionally allocates places to and whether all children for whom the school is nearest would normally be offered a place
 - The availability of other schools within the area and the accessibility of those schools
 - The impact on local residents versus the impact on families if tiered sibling criteria are introduced
53. As any change to the sibling criterion within the admission arrangements for Surrey's community and voluntary controlled schools would constitute a change to the way children were to be admitted, it would not be possible to make such a change without due consultation and consideration of the impact.

Recommendation 6 - Surrey's primary and secondary coordinated admission schemes

54. The local authority has a duty to determine the primary and secondary coordinated admission schemes that will apply to all schools by 28 February 2020, even if there are no changes proposed.
55. The coordinated admission schemes are working well with all schools participating, as they are legally required to.
56. The coordinated schemes provide for all preferences to be named on one application form and for applications to be coordinated to ensure that each child only receives one offer of a place.
57. Dates within the primary and secondary coordinated schemes have been updated to ensure they comply with the Pan London timetable.
58. There are no other changes proposed to the coordinated admission schemes.

CONSULTATION

59. On 1 October 2019 the Cabinet Member for All-Age Learning agreed to consult on proposed changes to the admission arrangements for community and voluntary controlled schools for 2021.
60. A consultation on the proposed changes, the admission arrangements for which no change was proposed and the coordinated schemes for 2021 was issued on 11 October 2019.
61. However following a determination by the Office of the Schools Adjudicator against Surrey's admission arrangements for 2020, dated 9 October 2019 (ADA3589), the Cabinet Member for All-Age Learning agreed that the consultation for 2021 should be reissued to address some of the concerns raised by the Schools Adjudicator. This included consulting specifically on changes to schools that would be included in the assessment of nearest school that had not been consulted on for 2020.
62. The consultation was reissued on 29 October 2019 and ran for six weeks until 11 December 2019.
63. Full details of the proposed admission arrangements for Surrey's community and voluntary controlled schools, including the arrangements for which there is no change proposed are attached as Enclosure 1 and its appendices. The proposed primary and secondary coordinated admission schemes are attached as Enclosure 2.
64. A document which set out a summary of the consultation was made available to schools and parents and is attached as Enclosure 3.
65. The consultation was sent directly to Headteachers, Chairs of Governors and Parent Governors of all Surrey schools, Diocesan Boards of Education, neighbouring local authorities, out of County academies, foundation, free and voluntary aided schools within a 3 mile (primary schools) or 5 mile (secondary schools) radius of the Surrey border, Surrey County Councillors, Borough and District Councillors, Parish and Town Councillors, Early Years establishments and Surrey MPs.
66. Surrey County Council Members and Borough and District Councillors were asked to draw the consultation to the attention of any local community or resident groups in their area who may have an interest in responding.
67. Nurseries and schools were asked to draw the consultation to the attention of parents with children at the nursery or school.
68. All consultees were also sent a suggested form of wording for parents, which they were encouraged to put on websites, noticeboards and in newsletters, as appropriate.
69. Notice of the consultation was also published on Surrey County Council's website along with an online response form.
70. In total, 165 respondents submitted a response to the consultation, some of whom answered more than one question.
71. A full analysis of the responses to the consultation is included as Enclosure 4.
72. A summary of the responses to the individual school related questions within the consultation is set out below in Table A.

Table A - Summary of responses to admission consultation

Question Number	Proposal	Document	Agree	Disagree	No Opinion
1	Priority for children of staff	Enclosure 1	108	40	17
2	Worplesdon Primary School: reduction of Reception PAN from 60 to 57	Enclosure 1, Appendix 1	6	11	148
3	Schools to be included in the assessment of nearest school	Enclosure 1, Appendix 3	48	65	52

RISK MANAGEMENT AND IMPLICATIONS

73. The risks of implementing these changes are low and the majority of local residents are likely to welcome the proposed changes. However, any parents who feel unfairly disadvantaged by the proposals can object to the Office of the Schools' Adjudicator.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

74. The admission criteria for the majority of community and voluntary controlled schools in Surrey conform to Surrey's standard criteria. The more schools that have the same admission criteria, the more the processes can be streamlined and thus present better value for money. However, where required, the admission criteria for some schools vary from Surrey's standard but these can currently be managed within existing resources.

SECTION 151 OFFICER COMMENTARY

75. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook is uncertain as it is heavily dependent on decisions made by Central Government. With no clarity on these beyond 2020/21, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term. As such, the Section 151 Officer supports the admission arrangements and they are expected to be delivered within existing resources.

LEGAL IMPLICATIONS – MONITORING OFFICER

76. The admission arrangements comply with legislation on School Admissions and the School Admissions Code.
77. The local authority has carried out a consultation on all changes for a period of 6 weeks between 29 October 2019 and 11 December 2019, which is in accordance with statutory requirements.
78. There is a statutory requirement for consultation in this context as set out in The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012. Such consultation involved those directly affected by the changes together with relevant representative groups. The material presented to consultees provided sufficient information to allow for intelligent consideration and

response in relation to the proposals and was presented in a way that consultees could understand.

79. The best value duty is contained in s3 of the Local Government Act 1999 as a result of which the Council is under a duty to make arrangements to secure continuous improvement in the way in which functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The relevant guidance states that Councils should consider overall value, including economic, environmental and social value when reviewing service provision.
80. In considering this Report, Cabinet must give due regard to the results of the consultation as set out in the reports attached and the response of the Service to the consultation comments and conscientiously take these matters into account when making its final decision.
81. A summary of responses is collated in Enclosure 4 and the local authority has given due regard to those responses in considering the recommendations to put before Cabinet.

EQUALITIES AND DIVERSITY

82. The Equalities Impact Assessment has been completed in full and is attached in Enclosure 5. The adoption of determined admission criteria is a mandatory requirement supported by primary legislation. The policy relating to community and voluntary controlled schools does not discriminate according to age, gender, ethnicity, faith, disability or sexual orientation.
83. Measures have been taken to reference vulnerable groups both in terms of exceptional arrangements within admissions, the SEND process and the in-year fair access protocol. In addition a right of appeal exists for all applicants who are refused a school place.

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

84. The proposed admission arrangements give top priority to children who are Looked After or accommodated by a local authority and to those children who have left care through adoption, a child arrangements order or a special guardianship order.
85. The proposed admission arrangements also give priority within criterion two for exceptional social/medical need, to children who were previously in state care outside England who left that care as a result of being adopted.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

86. The efficient and timely administration of the schools admission process coupled with the equitable distribution of school places in accordance with the School Admission Code and parental preference contribute to the County Council's priority for safeguarding vulnerable children.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

87. The County Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change.
88. Since 2017 the County Council's Safer Travel Team have promoted a new national online system called Modeshift STARS www.modeshiftstars.org. This system is

supported by the Department for Transport. The Modeshift STARS website provides materials for schools to create a School Travel Plan. A school can choose a number of interventions such as Bikeability cycle training and the Golden Boot Challenge to help achieve their accreditation. Successful implementation of School Travel Plans will lead to improvements in road safety and more sustainable travel on school journeys. This will reduce congestion, improve air quality, and active travel will improve the health of children.

89. The admission arrangements enable the majority of pupils to attend their nearest school and so reduce travel and support policies on cutting carbon emissions and tackling climate change.

WHAT HAPPENS NEXT

- The September 2021 admissions arrangements as agreed by the Cabinet will be ratified by the full County Council on 4 February 2020.
- The determined admission arrangements will be published on Surrey's website by 15 March 2020 and all consultees will be notified.
- All Surrey schools will also be notified of the determined admission arrangements in the Admissions termly newsletter, issued as part of the Schools Bulletin at the start of the Summer Term 2020.
- The arrangements will be published in the primary and secondary admissions booklets in August 2020, which will be made available to parents online and in hard copy by request in September 2020.
- The information on school admissions will be circulated to the Contact Centre, Surrey County Council Libraries and Early Years.
- Full information on school admissions will also be published on Surrey County Council's website in September 2020.

Contact Officer:

Claire Potier Principal Manager Admissions and Transport (Strategy)
Tel: 01483 517689

Consulted:

Jane Winterbone, AD for Educations
Rachel Hickman, Legal and Democratic Services
Headteachers, Chairs of Governors, Parent Governors of all Surrey schools
Early Years establishments in Surrey
Diocesan Boards of Education
Neighbouring local authorities
Out of County own admission authority schools within 3/5 miles radius of the Surrey border
Surrey County Councillors, Parish Councils, Local MPs,
General public consultation via the website/schools/contact centre

Annexes:

Enclosure 1	Admission arrangements for community & voluntary controlled schools
• Appendix 1	Published Admission Numbers (PANs)
• Appendix 2	Schools which will operate shared sibling priority
• Appendix 3	Schools not to be considered in assessment of nearest school
• Appendix 4	Catchment map for Southfield Park Primary
• Appendix 5	Supplementary Form for staff applicants
Enclosure 2	Primary and secondary coordinated schemes
Enclosure 3	Summary of consultation
Enclosure 4	Outcome of consultation

- **Appendix 1** Comments on children of staff
 - **Appendix 2** Comments on nearest school
- Enclosure 5** Equality Impact Assessment

Sources/background papers:

- School Admissions (Admission Arrangements and Coordination of Admission Arrangements) (England) Regulations 2012
- School Admissions and Framework Act 1998
- Education Act 2002
- School Admissions Code 2014
- Cabinet Member for Schools and Learning report and decision – 1 October 2019
- ADA3589 Stamford Green Primary School - determination by the Office of the Schools Adjudicator dated 9 October 2019
- ADA3526 Overton Grange School - determination by the Office of the Schools Adjudicator dated 4 October 2019
- ADA3603/ADA3604/ADA3605 Oxted School - determination by the Office of the Schools Adjudicator dated 29 August 2019

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Admission arrangements for Surrey County Council's community and voluntary controlled schools 2021/22

This document sets out Surrey County Council's admission arrangements for community and voluntary controlled schools in 2021/22.

1. The Published Admission Numbers for initial entry to Surrey's community and voluntary controlled schools in September 2021 are set out in APPENDIX 1.
2. Applications for admission at the normal intake will be managed in accordance with Surrey's coordinated schemes on primary and secondary admission. Please see Surrey's coordinated schemes for further details regarding applications, processing, offers, late applications, post-offer and waiting lists.
3. Applications for Reception and applications for a Year 3 place at schools which have a published admission number for Year 3, must be made by 15 January 2021. Places at Surrey schools will be offered on the basis of the preferences that are shown on the application form. Applicants will be asked to rank up to four Reception or Year 3 preferences and these will be considered under an equal preference system.
4. Applications for a secondary school place must be made by 31 October 2020. Places at Surrey secondary schools will be offered on the basis of the preferences that are shown on the application form. Applicants will be asked to rank up to six preferences and these will be considered under an equal preference system.
5. The admission arrangements for 2021/22 for the majority of Surrey's community and voluntary controlled schools are set out in section 7 below. Where there are local variations these are set out by area and by school in section 8.
6. Children with an education, health and care plan (EHCP) that names a school will be allocated a place before other children are considered. In this way, the number of places available will be reduced by the number of children with an EHCP that has named the school.
7. Other than for schools listed in section 8, when a community or voluntary controlled school is over-subscribed for any year group, applications for entry in 2021/22 will be ranked in the following order:

i) First criterion: Looked after and previously looked after children
See section 9 for information relating to looked after and previously looked after children.

ii) Second criterion: Exceptional social/medical need
See section 10 for information relating to exceptional social/medical need.

iii) Third criterion: Children of a member of staff
See section 11 for information relating to children of a member of staff

A supplementary information form (Appendix 5) must be completed and returned by the application closing date for all applicants wishing to apply under this criterion.

iv) Fourth criterion: Children who will have a sibling at the school or at an infant/ junior school which will operate shared sibling priority for admission at the time of the child's admission
See APPENDIX 2 for infant/junior schools that will operate shared sibling priority for admission for the purpose of this criterion. See section 12 for information relating to siblings.

v) Fifth criterion: Children for whom the school is their nearest school
See section 13 for information on the definition of nearest school. See section 14 for information on the definition of home address. See section 15 for information on tie breakers.

vi) Sixth criterion: Any other children
Remaining places will be offered on the basis of nearness to the school measured in a straight line from the address point of the child's home address, as set by Ordnance Survey to the nearest official school gate for pupils to use. See section 14 for information on the definition of home address. See section 15 for information on tie breakers.

8 Local admission arrangements for September 2021

When a school named below is over-subscribed for any year group, applications for entry in 2021/22 will be ranked in criteria order.

In considering local admission arrangements, see sections 9 to 15 for more information on:

- Looked after and previously looked after children
- Exceptional social/medical need
- **Children of a member of staff**
- Siblings
- Nearest school
- Home address
- Tie breakers

a) Epsom & Ewell

i) Southfield Park Primary School:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. Siblings

5. Children living in the defined catchment area of the school (see APPENDIX 4 for catchment map). If the number of children who qualify under this criterion is greater than the number of places remaining available at the school, places under this criterion will be offered to those living the furthest distance from the school, measured in a straight line.
6. Children for whom Southfield Park Primary School is their nearest school
7. Any other children

ii) Wallace Fields Junior School:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. Children who will have a sibling at Wallace Fields Infant School or Wallace Fields Junior School on the date of their admission and for whom either Wallace Fields Infant School or Wallace Fields Junior School is their nearest school
5. *Children attending Wallace Fields Infant School for whom either Wallace Fields Infant School or Wallace Fields Junior School is their nearest school
6. Children for whom either Wallace Fields Infant School or Wallace Fields Junior School is their nearest school
7. Other children who will have a sibling at Wallace Fields Infant School or Wallace Fields Junior School on the date of their admission
8. *Other children attending Wallace Fields Infant School
9. Any other children

* Criteria 5 and 8 will only apply to children who attend Wallace Fields Infant School in Year 2 and will not be applied once a child has left this school

If the number of children who qualify under any criterion is greater than the number of places remaining available at the school, any remaining places will be offered to children who meet the criterion on the basis of proximity of the child's home address to the nearest official school gate at either Wallace Fields Infant School or Wallace Fields Junior School, with children living nearest receiving the greater priority.

b) Guildford

i) Walsh C of E Junior School:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. *Children attending Walsh Memorial CofE (Controlled) Infant School
5. Siblings not admitted under 3 above
6. *Children attending St Paul's CofE Infant School (Tongham)
7. Any other children

* Criteria 4 and 6 will only apply to children who attend Walsh Memorial CofE (Controlled) or St Paul's CofE infant schools (as applicable) in Year 2 and will not be applied once a child has left these schools

ii) Worplesdon Primary School at 7+

1. Looked after and previously looked after children
2. Exceptional social/medical need

3. **Children of a member of staff**
4. Siblings
5. *Children attending Wood Street Infant School
6. Children for whom Worplesdon Primary School is their nearest school
7. Any other children

* Criterion 5 will only apply to children who attend Wood Street Infant School in Year 2 and will not be applied once a child has left this school

c) Mole Valley

i) The Dawney School at 7+

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. Siblings
5. *Children attending Polesden Lacey Infant School
6. Children for whom The Dawney School is their nearest school
7. Any other children

* Criterion 5 will only apply to children who attend Polesden Lacey Infant School in Year 2 and will not be applied once a child has left this school

ii) St Martin's C of E Primary School at 7+:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. Siblings
5. *Children attending St Michael's CofE (Aided) Infant School
6. Children for whom St Martin's C of E Primary School is their nearest school
7. Any other children

* Criterion 5 will only apply to children who attend St Michael's CofE (Aided) Infant School in Year 2 and will not be applied once a child has left this school

d) Reigate & Banstead

i) Banstead Community Junior School:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. *Children attending Banstead Infant School
5. Siblings not admitted under 3 above
6. Any other children

* Criterion 4 will only apply to children who attend Banstead Infant School in Year 2 and will not be applied once a child has left this school

ii) Earlswood Junior School:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. *Children attending Earlswood Infant School

5. Siblings not admitted under 3 above
6. Children for whom Earlswood Junior School is their nearest school
7. Any other children

* Criterion 4 will only apply to children who attend Earlswood Infant School in Year 2 and will not be applied once a child has left this school

iii) Meath Green Junior

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. *Children attending Meath Green Infant School
5. Siblings not admitted under 3 above
6. Any other children

* Criterion 4 will only apply to children who attend Meath Green Infant school in Year 2 and will not be applied once a child has left this school

iv) Reigate Priory School

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. Siblings for whom Reigate Priory School is their nearest school
5. *Children attending Dovers Green or Holmesdale Community Infant schools for whom Reigate Priory School is their nearest school
6. Other siblings
7. *Other children attending Dovers Green or Holmesdale Community Infant schools
8. Any other children

* Criteria 5 and 7 will only apply to children who attend Dovers Green or Holmesdale Community infant schools in Year 2 and will not be applied once a child has left these schools

e) Runnymede

i) St Ann's Heath Junior School:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. Siblings
5. *Children attending Trumps Green or Meadowcroft infant schools
6. Children for whom St Ann's Heath Junior School is their nearest school with a published admission number for Year 3
7. Any other children

* Criterion 5 will only apply to children who attend Trumps Green or Meadowcroft infant schools in Year 2 and will not be applied once a child has left these schools

f) Spelthornei) Chennestone Primary Community School at 7+

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. Siblings
5. *Children attending Beauclerc Infant School
6. Children for whom Chennestone Primary Community School is their nearest school
7. Any other children

* Criterion 5 will only apply to children who attend Beauclerc Infant School in Year 2 and will not be applied once a child has left this school

g) Waverleyi) Shottermill Junior School:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. *Children attending Shottermill Infant School
5. Siblings not admitted under 3 above
6. Any other children

* Criterion 4 will only apply to children who attend Shottermill Infant School in Year 2 and will not be applied once a child has left this school

ii) William Cobbett Primary School at 7+:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. Siblings
5. *Children attending Badshot Lea Village or Folly Hill infant schools
6. Children for whom William Cobbett Primary School is their nearest school
7. Any other children

* Criterion 5 will only apply to children who attend Badshot Lea Village or Folly Hill infant schools in Year 2 and will not be applied once a child has left these schools

h) Wokingi) Knaphill School:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. *Children attending Knaphill Lower School
5. Siblings not admitted under 3 above
6. Any other children

* Criterion 4 will only apply to children who attend Knaphill Lower School in Year 2 and will not be applied once a child has left this school

ii) West Byfleet Junior School:

1. Looked after and previously looked after children
2. Exceptional social/medical need
3. **Children of a member of staff**
4. *Children attending West Byfleet Infant School
5. Siblings not admitted under 3 above
6. Any other children

* Criterion 4 will only apply to children who attend West Byfleet Infant School in Year 2 and will not be applied once a child has left this school

9. Looked after and previously looked after children

Within the admission arrangements for all community and voluntary controlled schools, looked after and previously looked after children will receive the top priority for a place. Looked after and previously looked after children will be considered to be:

- children who are in the care of a local authority or provided with accommodation by a local authority in accordance with Section 22 of the Children Act 1989, e.g. fostered or living in a children's home, at the time an application for a school is made; and
- children who have previously been in the care of a local authority or provided with accommodation by a local authority in accordance with Section 22 of the Children Act 1989 and who have left that care through adoption, a child arrangements order (in accordance with Section 8 of the Children Act 1989 and as amended by the Children and Families Act 2014) or special guardianship order (in accordance with Section 14A of the Children Act 1989).

Places will be allocated under this criterion when places are first offered at a school and the local authority may also ask schools to admit over their published admission number at other times under this criterion.

10. Exceptional social/medical need

Occasionally there will be a very small number of children for whom exceptional social or medical circumstances apply which will warrant a placement at a particular school. The exceptional social or medical circumstances might relate to either the child or the parent/carer. Supporting evidence from a professional is required such as a doctor and/or consultant for medical cases or a social worker, health visitor, housing officer, the police or probation officer for other social circumstances. This evidence must confirm the circumstances of the case and must set out why the child should attend a particular school and why no other school could meet the child's needs.

In addition, children who were previously in state care outside of England, and have ceased to be in state care as a result of being adopted, will be considered under this criterion. A child will be regarded as having been in state care outside of England if they were accommodated by a public authority, a religious organisation or any other provider of care whose sole purpose is to benefit society. The parent/carer will need to provide evidence to demonstrate that the child was in state care outside of England and left that care as a result of being adopted.

Providing evidence does not guarantee that a child will be given priority at a particular school and in each case a decision will be made based on the merits of the case and whether the evidence demonstrates that a placement should be made at one particular school above any other.

Common medical conditions and allergies can usually be supported in all mainstream schools, therefore priority under a school's exceptional medical criterion would not normally be given for these. Some mainstream schools have units attached which provide specialist provision for children with an education, health and care plan which names the school. The facilities in these units are not normally available to children in the mainstream school and as such priority under a school's exceptional social or medical criterion would not normally be agreed for a mainstream place on the basis of a specialist unit being attached to the school.

In addition, routine child minding arrangements would not normally be considered to be an exceptional social reason for placement at a particular school.

Places may be allocated under this criterion when places are first offered at a school and the local authority may also ask schools to admit over their published admission number at other times under this criterion.

11. Children of a member of staff

Priority will be given to a child if their parent is a permanent member of staff at the school and meets either or both of the following circumstances:

- a) **the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made; and/or**
- b) **the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage.**

For applications made as part of a normal intake, the length of employment will be considered as of the closing date for applications. For in year applications and for the purpose of maintaining a waiting list, the length of employment will be considered as of the date the application is received or the date a place becomes available, if a place is considered from the waiting list.

A supplementary information form (Appendix 5) must be completed and returned by the application closing date for all applicants wishing to apply under this criterion.

12. Siblings for community and voluntary controlled schools

A sibling will be considered to be a brother or sister (that is, another child of the same parents, whether living at the same address or not), a half-brother or half-sister or a step-brother or step-sister or an adoptive or foster sibling, ordinarily living as part of the same family unit at the same address.

A child will be given sibling priority if they have a sibling on roll at the school concerned and that sibling is still expected to be on roll at that school at the time of the child's admission.

For the initial intake to an infant/junior school, a child will also be given sibling priority for admission if their sibling is attending an infant/junior school which

operates shared sibling priority with the school and that sibling is still expected to be on roll at either school at the time of the child's admission. See APPENDIX 2 for community and voluntary controlled schools that will operate shared sibling priority for admission in 2021 for the purpose of the sibling criterion. This will apply both at the initial allocation of places and also when prioritising the waiting list. Giving sibling priority has the effect of maximising the opportunity for children in the same family to be educated at the same school or at a school which operates shared sibling priority.

At the initial allocation, when an applicant is applying for a Reception place at an infant school that has both a feeder and sibling link to a junior school and the child has a sibling currently attending Year 2 of the infant school but who will have left by the time the younger child starts, the younger child will be considered under the sibling criterion as part of the initial allocation. This is because, due to the feeder link, they will be expected to still have a sibling at the linked junior school at the time of admission. The schools for which this will apply are as follows:

- Bagshot Infant and Connaught Junior (Academy)
- Earlswood Infant and Earlswood Junior
- The Grange Community Infant and New Haw Community Junior (Academy)
- Knaphill Lower and Knaphill Junior
- The Mead Infant and Auriol Junior (Academy)
- Meadowcroft Infant and St Ann's Heath Junior
- Meath Green Infant and Meath Green Junior
- Merrow CofE Infant and Bushy Hill Junior (Foundation)*
- Shottermill Infant and Shottermill Junior
- Trumps Green Infant and St Ann's Heath Junior
- Walsh Memorial CofE Infant and Walsh CofE Junior
- West Byfleet Infant and West Byfleet Junior

* Shared sibling priority only applies to Merrow CofE Infant School

At the initial allocation, when an applicant is applying for both a Reception place and a Year 3 place at a primary school which has an intake at Reception and Year 3, or at separate infant/junior schools which operate shared sibling priority, if a place can only be offered to one child, the waiting list position for the other child will be adjusted to reflect the fact that they are expected to have a sibling in the school or another school which operates shared sibling priority in September 2021.

13 Nearest school

Under this criterion all Surrey community and voluntary controlled schools will be considered, as will most academies and foundation, free, trust and voluntary aided schools. A list of the academies and foundation, free, trust and voluntary aided schools in Surrey and the out of county schools that will be **excluded** when assessing nearest school can be seen at APPENDIX 3.

For the normal intake to a school in 2021, the nearest school will be defined as the school closest to the home address with a published admission number for children of the appropriate age-range and which has admitted children without regard to faith, full selection (grammar schools) or boarding in the initial allocation of places in **each of the following admissions years - 2016, 2017 and 2018**. A school must have admitted children without regard to faith, selection or boarding in each of these three consecutive years in order to be included in the assessment of nearest school. Exceptions to this would be:

- where a faith school has changed its admission arrangements and that change has meant that for 2021 admission they have removed their faith based criteria or they have introduced open places which will provide places for children without regard to faith;
- where a new school has opened or an existing school has opened a new phase of education since **2016** and that school does not have faith based criteria or has open places which will provide places for children without regard to faith;
- where an out of County school did not offer places to Surrey applicants in the initial allocation of places in **each of the following admissions years - 2016, 2017 and 2018** and where that school's inclusion in the assessment of nearest school would be likely to mean that Surrey County Council would be unable to offer a place at a child's nearest Surrey school.

The nearest school may be inside or outside the county boundary.

When assessing which school is nearest, distances to Surrey schools will be measured in a straight line from the address point of the child's home address, as set by Ordnance Survey, to the nearest point within each school which is used to measure distance for the purpose of prioritising admissions, as set out in each school's admission arrangements. Where a Surrey school does not use distance to prioritise admissions, the measuring point will be the nearest official school gate for pupils to use. Distances to schools outside of Surrey will be calculated using the postal address coordinates for the school. Parents can view Surrey's School map to see their home to school distances at www.surreycc.gov.uk/schools-and-learning/schools/admissions/about-map/find-a-school.

Any child remaining on the waiting list after 1 September 2021 will be considered to be an application for in year admission. After this date, when assessing nearest school, all schools with the appropriate year group will be taken in to account, other than those listed at Appendix 3.

14. Home address

Within the admission arrangements for community and voluntary controlled schools, the child's home address excludes any business or childminder's address and must be the child's normal place of residence. **It also excludes any relative's address unless the child lives at that address as their normal place of residence.** Where the child is subject to a child arrangements order and that order stipulates that the child will live with one parent/carer more than the other, the address to be used will be the one where the child is expected to live for the majority of the time. For other children, the address to be used will be the address where the child lives the majority of the time. In other cases, where the child spends an equal time between their parents/carers, it will be up to the parent/carers to agree which address to use. Where a child spends their time equally between their parents/carers and they cannot agree on who should make the application, we will accept an application from the parent/carer who is registered for child benefit. If neither parent/carer is registered for child benefit we will accept the application from the parent/carer whose address is registered with the child's current school or nursery.

We will not generally accept a temporary address if the main carer of the child still possesses or rents a property that has previously been used as a home address, nor will we accept a temporary address if we believe it has been used solely or

mainly to obtain a school place when an alternative address is still available to that child. All distances will be measured by the computerised Geographical Information System maintained by Surrey's admissions team.

The address to be used for the initial allocation of places to Reception, Year 3 and Year 7 will be the child's address at the closing date for application. Changes of address may be considered in accordance with Surrey's coordinated scheme if there are exceptional reasons behind the change, such as if a family has just moved to the area. The address to be used for waiting lists, after the initial allocation, will be the child's current address. Any offer of a place on the basis of address is conditional upon the child living at the appropriate address on the relevant date. Applicants have a responsibility to notify Surrey County Council of any change of address.

15. Tie breaker and the admission of twins, triplets, other multiple births or siblings born in the same academic year

Unless stipulated otherwise, if within any criterion there are more children than places available, any remaining places will be offered to children who meet the criterion on the basis of proximity of the child's home address to the school, with children living nearest receiving the greater priority. Distance will be measured in a straight line from the address point of the child's home address, as set by Ordnance Survey, to the nearest official school gate for pupils to use. This is calculated using the admissions team's Geographical Information System.

Where two or more children share priority for a place, e.g. where two children live equidistant from a school, Surrey County Council will use random allocation to determine which child should be given priority.

In the case of multiple births, where children have equal priority for a place, Surrey County Council will use random allocation to determine which child should be given priority. **If after the allocation one or more places can be offered but there are not sufficient places for all of them, each child will be offered a place.**

16. Waiting lists

Where there are more children than places available, waiting lists will operate for each year group according to the oversubscription criteria for each school without regard to the date the application was received or when a child's name was added to the waiting list.

Waiting lists for each year group at each community and voluntary controlled school will be maintained until 31 July 2022 when they will be cancelled. Applicants who wish a child to go on the waiting list for the 2022/23 academic year must reapply for in-year admission through Surrey County Council. Fully completed applications received during July 2022 will be used to reform the waiting list during August 2022. Applications received after the end of July 2022 will be added to the waiting list as soon as they have been processed.

17. In-year admissions

The following applications will be treated as in-year admissions during 2021/22:

- applications for admission to Reception which are received after 1 September 2021;

- for any school which has a published admission number for Year 3, applications for admission to Year 3 which are received after 1 September 2021;
- applications for admission to Year 7 which are received after 1 September 2021;
- all other applications for admission to Years 1 to 6 and 8 to 11.

Applications for Surrey's community and voluntary controlled schools must be made to the local authority on Surrey's common application form. Where there are more applications than places available, each application will be ranked in accordance with the published oversubscription criteria for each school.

18. Starting school

The community and voluntary controlled infant and primary schools in Surrey have a single intake into Reception. All children whose date of birth falls between 1 September 2016 and 31 August 2017 will be eligible to apply for a full time place in Reception at a Surrey school for September 2021. Applicants can defer their child's entry to Reception until later in the school year, but this will not be agreed beyond the beginning of the term after the child's fifth birthday, nor beyond the beginning of the final term of the academic year for which the offer was made. Applicants may also arrange for their child to start part time until their child reaches statutory school age.

19. The admission of children outside of their chronological year group

Applicants may choose to seek a place outside their child's chronological (correct) year group. Decisions will be made on the basis of the circumstances of each case and what is in the best interests of the child concerned.

- Applicants who are applying for their child to have a decelerated entry to school, i.e. to start later than other children in their chronological age group, should initially apply for a school place in accordance with the deadlines that apply for their child's chronological age. If, in liaison with the headteacher, the local authority agrees for the child to have a decelerated entry to a community or voluntary controlled school the place cannot be deferred and instead the applicant will be invited to apply again in the following year for the decelerated cohort
- Applicants who are applying for their child to have an accelerated entry to school, i.e. to start earlier than other children in their chronological age group, must initially apply for a school place at the same time that other families are applying for that cohort. If, in liaison with the headteacher, the local authority agrees for the child to have an accelerated entry to a community or voluntary controlled school, the application will be processed. If it is not agreed for the child to have an accelerated entry to a community or voluntary controlled school, the applicant will be invited to apply again in the following year for the correct cohort

Applicants must state clearly why they feel admission to a different year group is in the child's best interest and provide what evidence they have to support this. More information on educating children out of their chronological year group and the process for making such requests is available at www.surreycc.gov.uk/admissions.

20. Nursery admissions

The local authority has delegated the admissions of nursery children to the governing body of community and voluntary controlled schools/nurseries. Applicants wishing to apply for a place must complete the application form and submit it directly to the school or nursery that they wish to apply for in accordance with the dates set by the school.

Community and voluntary controlled infant and primary schools which operate a nursery during term time only, will offer sessions totalling 15 or 30 hours a week, depending on the school and the eligibility of the child.

Each school will identify which sessions constitute the child's universal entitlement and which are their extended entitlement.

Places for two year olds

Some nurseries admit two year olds who meet the eligibility criteria to receive Funded Early Education for Two year olds (FEET). Where there are more applications than places available, eligible children will be ranked according to the following criteria:

- a) Looked after and previously looked after children
- b) Exceptional social/medical need
- c) Children who will have a sibling attending the nursery or the main school at the time of admission
- d) Any other children

Where any category is oversubscribed, children will be ranked according to the straight line distance that they live from the school with priority being given to children who live closest to the school.

Once such children are placed on roll at a nursery, they will be automatically entitled to take up a three year old place and the number of places available for three year olds will reduce.

Places for three year olds

All children will be eligible to be considered for admission to a nursery class in a community or voluntary controlled school or nursery in the term after they turn three years old, although admission will be subject to an application being made and places being available.

When a nursery in a community or voluntary controlled infant or primary school is over-subscribed for a three year old place, applications for entry in 2021/2022 will be ranked according to the following criteria, which will be applied in the first instance to children wishing to take up the free early years provision:

- a) Looked after and previously looked after children
- b) Exceptional social/medical need
- c) Children who will have a sibling attending the nursery or the main school at the time of admission
- d) Children who will turn 4 years old between 1 September 2021 to 31 August 2022 (this is to give priority to older children who will be due to transfer to Reception in the next academic year and hence only have one year left to attend nursery)

- e) Children who will be 3 years old between 1 September 2021 to 31 August 2022 (these children will be able to stay on in nursery for another year in 2022/23 as they will not be due to start Reception until September 2023)

Where any category is oversubscribed, children will be ranked according to the straight line distance that they live from the school with priority being given to children who live closest to the school.

Procedures for admission

Each school will endeavour to inform applicants of the outcome of their application by letter, at least one term before admission. A school will only allocate nursery sessions once it has determined that a place can be offered in accordance with the admission criteria. If an applicant is offered a place they must confirm acceptance directly with the school by the date stipulated in their offer letter.

The final decision with regard to admission and the allocation of sessions rests with the governing body of the school.

Where a school is oversubscribed it will maintain a waiting list in criteria order.

Admission to a school's nursery does not guarantee admission to the Reception class at that school. Applications for Reception must be made on a separate application and be submitted by the statutory deadline in order to be considered.

Some schools or nurseries may allow parent/carers to pay for extra nursery provision, beyond their funded entitlement. However such requests will only be considered once all applications for the funded early year's entitlement have been processed.

In addition to nurseries within some community and voluntary controlled infant and primary schools, Surrey also has four stand-alone Nursery schools, some with attached Family Centres, in Chertsey, Dorking, Godalming and Guildford. These may provide a mix of full and part time places. Whilst these schools will also follow the admission criteria set out above, under the social and medical need criterion they may also consider the individual learning need of a child, if it can be demonstrated that no other school can meet the child's learning needs.

21 Providing false or misleading information

If an applicant is found to have supplied false or deliberately misleading information or to have withheld any relevant information, the local authority reserves the right to withdraw any offer of a place, even if the child has already started at the school.

22. Home to school transport

Surrey County Council has a Home to School Transport policy that sets out the circumstances in which children might qualify for free home to school transport.

Generally, transport will only be considered if a child is under 8 years old and is travelling more than two miles or is over 8 years old and travelling more than three miles to the nearest school with a place. Transport will not generally be provided to a school that is further away if a child would have been offered a place at a nearer school had it been named as a preference on the application form, although exceptions may apply to secondary aged children whose families are on a low

income if they are travelling to one of their three nearest schools and to children whose nearest school is out of County but over the statutory walking distance.

Eligibility to transport is not linked to the admission criteria of a school. Some schools give priority to children who are attending a feeder school, but attending a feeder school does not confer an automatic right to transport to a linked school. In considering admission criteria and school preferences it is important that applicants also consider the home to school transport policy so they might take account of the likelihood of receiving free transport to their preferred school before making their application.

In considering eligibility for home to school transport, the local authority will take account of all state funded schools, including free schools and academies.

Applicants should note that the opening of a new school or the permanent relocation of an existing school might change which school is assessed to be the nearest to an address when compared to assessments made in previous years. If for any reason a school educates children on a temporary site, the assessment of nearest school for the purpose of home to school transport eligibility will disregard the temporary site and will instead use the intended permanent site of the school or, if that has not yet been determined, the current main site of the school. Where a school is operating on a temporary site and that school's permanent/current site is deemed to be a child's nearest qualifying school, the home to school walking distance will be measured to the school's temporary site to determine if the child lives over the statutory walking distance and is eligible for transport assistance. Eligibility will be reassessed at the point a child ceases to be educated at the temporary site.

A full copy of Surrey's Home to School Transport policy is available on Surrey's website at www.surreycc.gov.uk or from the Surrey Schools and Childcare Service on 0300 200 1004.

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Admission numbers for Surrey County Council's community and voluntary controlled schools 2021

This document sets out Surrey County Council's Published Admission Numbers (PAN) for community and voluntary controlled schools for September 2021. **Where changes have been made text is in bold.**

Where a PAN is denoted as 4+ it relates to admission to Reception. Where a PAN is denoted as 7+ it relates to admission to Year 3

1. Primary schools

ELMBRIDGE

Bell Farm Primary	90
Cranmere Primary	60
Grovelands Primary	60
Hurst Park Primary	60
Manby Lodge Infant	90
Oatlands	90
The Royal Kent C of E Primary	4+ 30 7+ 2
St James C of E Primary	60

EPSOM & EWELL

Epsom Primary	60
Ewell Grove Primary	60
The Mead Infant	90
Southfield Park Primary	60
Stamford Green Primary	90
Wallace Fields Junior	68

GUILDFORD

Ash Grange Primary	30
Merrow C of E (Cont) Infant	60
Onslow Infant	90
St Mary's C of E (VC) Infant	30
St Paul's Church of England Infant	30
Shawfield Primary	30
Tillingbourne Junior	90
Walsh Church of England Junior	64
Walsh Memorial C of E (Cont) Infant	60
Wood Street Infant	30
Worplesdon Primary	4+ 57 7+ 30

MOLE VALLEY

Barnett Wood Infant	52
Charwood Primary	15
The Dawnay	4+ 30 7+ 15
Fetcham Village Infant	60

The Greville Primary	4+ 60 7+ 60
Leatherhead Trinity	60
North Downs Primary	4+ 60 7+ 4
Oakfield Junior	60
Polesden Lacey Infant	30
Powell-Corderoy Primary	30
St Martin's Church of England (C) Primary	4+ 45 7+ 15
West Ashtead Primary	4+ 30 7+ 30

REIGATE & BANSTEAD

Banstead Community Junior	90
Earlswood Infant & Nursery	120
Earlswood Junior	120
Epsom Downs Primary	60
Furzeffield Primary Community	58
Horley Infant	90
Kingswood Primary	30
Langshott Primary	60
Manorfield Primary & Nursery	30
Meath Green Infant	90
Meath Green Junior	90
Reigate Priory Community Junior	150
Shawley Community Primary	45
Walton on the Hill Primary	30

RUNNYMEDE

Darley Dene Primary	30
Englefield Green Infant & Nursery	60
The Grange Community Infant	90
The Hythe Community Primary	60
Manorcroft Primary	60
Meadowcroft Community Infant	30
Ongar Place Primary	30
St Ann's Heath Junior	90
Steggates Community	30
Thorpe Lea Primary	30
Trumps Green Infant	60

SPELTHORNE

Ashford Park Primary	90
Beauclerc Infant	40
Buckland Primary	60
Chennestone Primary Community	4+ 30 7+ 40
Clarendon Primary	30

SURREY HEATH

Bagshot Infant	60
Frimley Church of England	90
Heather Ridge Infant	60
Prior Heath Infant	60
Valley End Church of England Infant	60

TANDRIDGE

Audley Primary	30
Dormansland Primary	30
Felbridge Primary	30
Holland Junior	60
Hurst Green	30
Lingfield Primary	60

WAVERLEY

Badshot Lea Village Infant	45
Beacon Hill Primary	4+ 30 7+ 2
Cranleigh CofE Primary	4+ 30 7+ 30
Farncombe CofE Infant & Nursery	50
Folly Hill Infant	30
Shottermill Infant	60
Shottermill Junior	68
William Cobbett Primary	4+ 30 7+ 50
Witley C of E (Cont) Infant	30

WOKING

Byfleet Primary	30
Kingfield	30
Knaphill	90
Knaphill Lower	90
St Mary's C of E (Cont) Primary, Byfleet	60
West Byfleet Infant	90
West Byfleet Junior	90

2. Secondary schools**GUILDFORD**

Ash Manor School	240
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REIGATE & BANSTEAD

Oakwood School	300
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WAVERLEY

Broadwater School	120
Glebelands School	180

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Community and voluntary controlled schools in Surrey which will operate shared sibling priority for admission in 2021

Epsom & Ewell

- The Mead Infant and Auriol Junior (Academy)
- Wallace Fields Infant (Academy) and Wallace Fields Junior

Guildford

- Merrow C of E Infant and Bushy Hill Junior (Foundation)*
- Walsh Memorial C of E Infant and Walsh C of E Junior

Reigate & Banstead

- Banstead Infant (Academy) and Banstead Community Junior
- Earlswood Infant and Earlswood Junior
- Meath Green Infant and Meath Green Junior

Runnymede

- The Grange Community Infant and New Haw Community Junior (Academy)
- Meadowcroft Infant and St Ann's Heath Junior
- Trumps Green Infant and St Ann's Heath Junior

Surrey Heath

- Bagshot Infant and Connaught Junior (Academy)

Waverley

- Shottermill Infant and Shottermill Junior

Woking

- Knaphill Lower and Knaphill School
- West Byfleet Infant and West Byfleet Junior

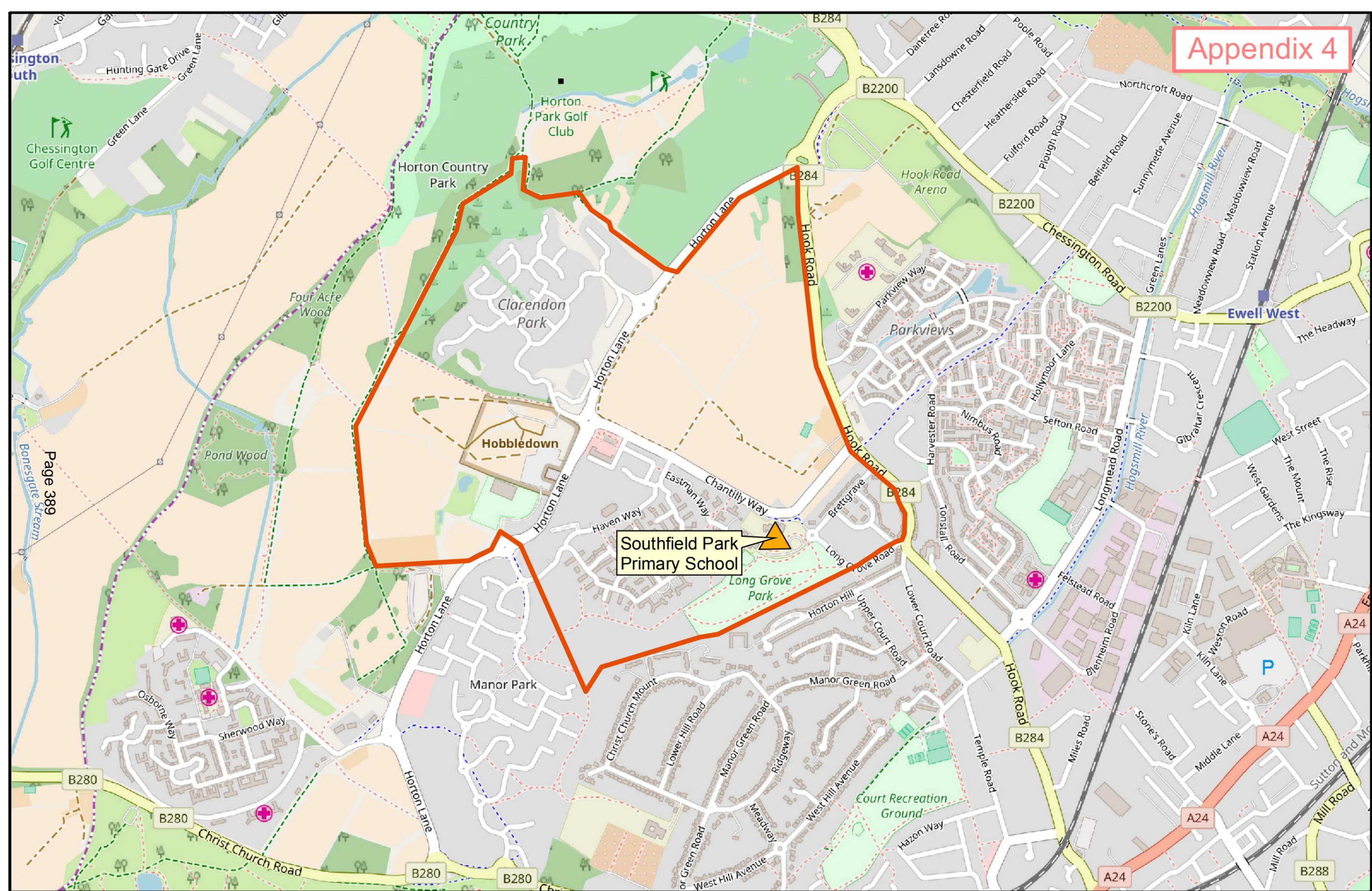
* Shared sibling priority only applies to Merrow CofE Infant School

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Academies and foundation, trust and voluntary aided schools that will be excluded when assessing nearest school - 2021/22 admissions

1.	Academies and foundation, trust and voluntary aided schools in Surrey that will be excluded when assessing nearest school are set out below. Community and voluntary controlled schools which convert to academy status and new free schools which open after these arrangements have been determined will be considered in the assessment of nearest school when applying the admission arrangements for community and voluntary controlled schools.
a) Infant & primary schools – Reception intake	
<p><u>Elmbridge</u> Cardinal Newman Catholic Primary School St Charles Borromeo Catholic Primary School St Paul's Catholic Primary School</p> <p><u>Epsom & Ewell</u> St Clement's Catholic Primary School St Joseph's Catholic Primary School, Epsom</p> <p><u>Guildford</u> St Joseph's Catholic Primary School, Guildford St Thomas of Canterbury Catholic Primary School</p> <p><u>Mole Valley</u> St Peter's Catholic Primary School</p> <p><u>Reigate & Banstead</u> St Anne's Catholic Primary School, Banstead St Joseph's Catholic Primary School, Redhill</p> <p><u>Runnymede</u> Holy Family Catholic Primary School St Anne's Catholic Primary School, Chertsey St Cuthbert's Catholic Primary School</p>	<p><u>Spelthorne</u> Our Lady of the Rosary Roman Catholic Primary School St Michael's Catholic Primary School</p> <p><u>Surrey Heath</u> St Augustine's Catholic Primary School</p> <p><u>Tandridge</u> St Francis Catholic Primary School</p> <p><u>Waverley</u> St Cuthbert Mayne Catholic Primary School St Edmund's Catholic Primary School St Polycarp's Catholic Primary School</p> <p><u>Woking</u> The Marist Catholic Primary School St Dunstan's Catholic Primary School St Hugh of Lincoln Catholic Primary School</p>
b) Junior & primary schools – Year 3 intake	
<p><u>Reigate & Banstead</u> Royal Alexandra & Albert School</p>	
c) Secondary schools – Year 7 intake	
<p><u>Guildford</u> St Peter's Catholic School</p> <p><u>Reigate & Banstead</u> Royal Alexandra & Albert School St Bede's School</p> <p><u>Runnymede</u> Salesian School</p>	<p><u>Spelthorne</u> St Paul's Catholic College The Bishop Wand CofE School</p> <p><u>Surrey Heath</u> Gordon's School</p> <p><u>Waverley</u> All Hallows Catholic School</p> <p><u>Woking</u> St John the Baptist Catholic Comprehensive School</p>
2.	Out of county schools that will be excluded when assessing nearest school are as follows: <ul style="list-style-type: none"> • Any grammar school that offers places only on the basis of a full selective test • Camelsdale Primary School – West Sussex County Council • Charters School – Royal Borough of Windsor & Maidenhead • St Joseph's Catholic Primary School, Aldershot - Hampshire County Council • The Wavell School – Hampshire County Council

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Southfield Park Primary Catchment Area

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Supplementary information form for applicants applying under the criterion for Children of Staff at a community or voluntary controlled school - 2021



Applicants who wish to be considered for priority under the criterion for Children of Staff at a community or voluntary controlled school must complete this form, **in addition to the local authority application form**, by:

- Applications for Year 7 in September 2021 – **31 October 2020**
- Applications for Reception and Year 3 in September 2021 – **15 January 2021**

1. Child’s details:

Surname:

Forename:

Date of Birth:

2. Parent/Guardian’s details:

Surname:

Forename:

Name of school where employed:

Date employment commenced:

Address:

.....Post Code:

Tel number: Home

Mobile

E-mail:

Declaration

I am a permanent member of staff in accordance with the local authority’s admissions policy:

- * I have been employed at the school for two or more years (as at the closing date for applications); and/or
- * I have been recruited to a post at the school for which there is a demonstrable skills shortage

Signature of parent/guardian:

Date:

Once completed this form must be returned to:

Admissions and Transport team
Quadrant Court
35 Guildford Road
Woking GU22 7QQ

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Surrey County Council

Coordinated schemes for admission to primary and secondary school for 2021/22

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Coordinated scheme for admission to primary school (Reception and Year 3) for 2021/22

Applications

1. Surrey's admissions and transport team will distribute information leaflets on admissions early in September 2020. These will be available in all Surrey primary schools. The leaflet will refer parents to the Surrey County Council website www.surreycc.gov.uk/admissions via which parents will be able to access the admissions information and apply online from 2 November 2020. Alternatively, they can obtain a primary school admissions booklet and a paper preference form by ringing the Surrey Schools and Childcare Service on 0300 200 1004.
2. All parents living in Surrey must only complete Surrey's online application form or a Surrey paper form which will be available from 2 November 2020. Parents living outside Surrey must use their home local authority's form to apply for a place at a Surrey school. Parents living in Surrey can apply for a school in another local authority on Surrey's online or paper form. Along with all other local authorities, Surrey operates an equal preference system. Surrey's application form invites parents to express a preference for up to four maintained primary schools or academies (including free schools) within and/or outside of Surrey. This enables Surrey County Council to offer a place at the highest possible ranked school for which the applicant meets the admission criteria.
3. In accordance with the School Admissions Code, the order of preference given on the application form will not be revealed to a school within the area of Surrey. However, where a parent resident in Surrey expresses a preference for a school in the area of another local authority, the order of preference for that local authority's school will be revealed to that local authority in order that it can determine the highest ranked preference in cases where a child is eligible for a place at more than one school in that local authority's area.
4. The closing date for all applications (either online or paper) will be 15 January 2021. Changes to ranked preferences and applications received after the closing date will not be accepted unless they are covered by paragraphs in this scheme which relate to late applications and changes of preference. If a parent completes more than one application stating different school preferences, Surrey's admissions and transport team will accept the form submitted on the latest date before the closing date. If the date is the same, Surrey's admissions and transport team will contact the parents to ask them to confirm their ranked preferences.
5. Schools that are their own admission authority must not use any other application form but may use a supplementary form if they need to request additional information that is required to apply their admission criteria. Surrey County Council's website and Surrey's primary school admissions booklet will indicate which schools require a supplementary form. Supplementary forms can be accessed via the website or can be obtained from each school. All supplementary forms should be returned to the school by the date specified by the school but in any case no later than the national closing date of 15 January 2021. The supplementary form should clearly indicate where it is to be returned. Where supplementary forms are used by admission authorities within Surrey, the admissions and transport team will seek to ensure that these only collect

information which is required by the published oversubscription criteria, in accordance with the School Admissions Code.

6. Where a school in Surrey receives a supplementary form, Surrey's admissions and transport team will not consider it to be a valid application unless the parent/carer has also listed the school on their home local authority's common application form.
7. It is recommended that any paper preference forms handed in to schools should be sent to Surrey's admissions and transport team immediately.
8. Surrey's admissions and transport team will confirm the status of any resident child for whom it receives a common application form stating s/he is a looked after or previously looked after child and will provide evidence to the maintaining local authority in respect of a preference for a school in its area by 5 February 2021.
9. Surrey's admissions and transport team will advise a maintaining local authority of the reason for any preference expressed for a school not in its area and will forward any supporting documentation to the maintaining local authority by 5 February 2021.
10. Surrey's admissions and transport team will advise a maintaining local authority of the reason for any application made in respect of a child resident in Surrey to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining local authority by 5 February 2021.
11. Surrey County Council participates in the Pan London Coordinated Admission Scheme. Surrey's admissions and transport team will upload application data relating to preferences for schools in other participating local authorities, which have been expressed within the terms of Surrey's scheme, to the Pan London Register by 5 February 2021. Alternative arrangements will be made to forward applications and supporting information to non-participating local authorities.
12. Surrey County Council will participate in the Pan London application data checking exercise scheduled between 15 and 26 February 2021.

Processing

13. By 8 February 2021, Surrey's admissions and transport team will have assessed the level of preferences for each school and will send all admission authority schools a list of their preferences so that they can apply their admission criteria.
14. By 4 March 2021 all schools which are their own admission authority will have applied their admission criteria and will provide Surrey's admissions and transport team with a list of all applicants in rank order. This will enable Surrey to offer places to ensure that under the terms of the coordinated scheme each applicant is offered the highest possible ranked preference. Surrey County Council will expect schools to adhere to their published admission number unless there are exceptional circumstances such as if this would not enable Surrey to fulfil its statutory duty where the demand for places exceeds the number of places available.
15. Surrey's admissions and transport team will carry out all reasonable checks to ensure that pupil rankings are correct for all schools in Surrey before uploading data to the Pan London Register.

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16. Between 19 and 26 March 2021 Surrey's admissions and transport team will send and receive electronic files with all coordinating local authorities, in order to achieve a single offer.

Offers

17. Surrey's admissions and transport team will identify the school place to be offered and communicate information as necessary to other local authorities by 26 March 2021. In instances where more than one school could make an offer of a place to a child, Surrey's admissions and transport team will offer a place at the school which the parent had ranked highest on the application form. Where Surrey is unable to offer a place at any of the preferred schools the admissions and transport team will offer a place at an alternative community or voluntary controlled school with places or by arrangement with an academy or foundation, free, trust or voluntary aided school with places.
18. Surrey's admissions and transport team will not make an additional offer between the end of the iterative process and 16 April 2021 which may impact on an offer being made by another participating local authority.
19. Notwithstanding paragraph 16, if an error is identified within the allocation of places at a Surrey school, the admissions and transport team will attempt to manually resolve the allocation to correct the error. Where this impacts on another local authority (either as a home or maintaining local authority) Surrey's admissions and transport team will liaise with that local authority to attempt to resolve the correct offer and any multiple offers which might occur. However, if another local authority is unable to resolve a multiple offer, or if the impact is too far reaching, Surrey's admissions and transport team will accept that the applicant(s) affected might receive a multiple offer.
20. Surrey's admissions and transport team will participate in the Pan London offer data checking exercise scheduled between 29 March and 9 April 2021.
21. Surrey's admissions and transport team will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than 13 April 2021.
22. By 16 April 2021 lists of children being allocated places will be sent to primary schools for their information.
23. On 16 April 2021 an outcome will be sent by Surrey's admissions and transport team to all parents who have completed a Surrey application form. Where a first preference has not been met a letter will be sent by first class post which will refer parents to Surrey's website or the contact centre for further advice. Parents will be asked to confirm whether or not they wish to accept any school place offered. **UNDER NO CIRCUMSTANCES MUST ANY SCHOOL WRITE TO OR MAKE ANY OTHER CONTACT WITH PARENTS TO MAKE AN OFFER OF A PLACE, OR TAKE ANY ACTION TO INFORM THEM THAT A PLACE WILL OR WILL NOT BE OFFERED BEFORE 16 APRIL 2021.**

Late Applications and changes of preference

24. It is recognised that applications will be received after the closing date and that some parents will wish to change their preferences e.g. if a family is new to the area or has

moved house. Such applications must still be dealt with and this section deals with applications received in these circumstances.

Applications and changes of preference received after the closing date but before 16 April 2021

25. Some late applications will be treated as late for good reason. These will generally relate to applications from families who are new to the area where it could not reasonably have been expected that an application could have been made by the closing date. Applicants must be able to provide recent proof of ownership or tenancy of a Surrey property (completion or signed tenancy agreement). Other cases might relate to a single parent family where the parent has been ill or where there has been a recent bereavement of a close relative. These cases will be considered individually on their merits.
26. The latest date that an application can be accepted as late for good reason is 11 February 2021. If an application is deemed late for good reason and all supporting information is received by this date it will be passed to any admission authority named for consideration alongside all applications received on time.
27. Where applications which have been accepted as late for good reason contain preferences for schools in other local authorities the admissions and transport team will forward the details to maintaining local authorities as they are received.
28. Where an applicant lives out of county, Surrey will accept late applications which are considered to be on time within the terms of the home local authority's scheme up to 11 February 2021.
29. The latest date for the upload to the Pan London Register of late applications which are considered to be on time is 12 February 2021.
30. Where an applicant moves from one home local authority to Surrey after submitting an on time application under the terms of the former home local authority's scheme, Surrey will accept the application as on time up to 11 February 2021, on the basis that an on time application already exists within the system.
31. Late applications from parents where it could reasonably have been expected that an application could have been made by the closing date and those received after 11 February 2021 will be considered as late. These applications will not be processed until after all on time applications have been considered.
32. Some parents may wish to change a preference after the closing date due to a change of circumstances. Surrey's admissions and transport team will accept changes to preferences after the closing date only where there is good reason, such as a house move or other significant change of circumstance, which makes the original preference no longer practical. Any such request for a change of preference must be supported by documentary evidence and must be received by 11 February 2021. Any changes of preference received after 11 February 2021 will not be considered until all on time applications have been dealt with.

Applications and changes of preference received between 16 April 2021 and 31 August 2021

33. Applications will continue to be received after 16 April 2021. Only those preferences expressed on the application form will be valid. Where the school is its own admission authority the application data will be sent to them requesting an outcome for the

preference within 14 days. Once the outcome is known for each preference Surrey's admissions and transport team will issue the outcome letter to the parent.

34. Where the stated preference is for a school in a neighbouring authority the application form will be passed to that authority requesting an outcome for the preference within 14 days. Once the outcome is known for each preference Surrey's admissions and transport team will issue the outcome letter to the parent.
35. After 16 April 2021 some parents may wish to change a preference or order of preference due to a change of circumstances. Surrey's admissions and transport team will accept changes to preferences or order of preferences after 16 April 2021. Parents may also name additional preferences after the offer day of 16 April 2021.
36. The coordination scheme will end on 31 August 2021. Applications received after 31 August 2021 will be considered in line with Surrey's in year admissions procedures.

Post Offer

37. Surrey's admissions and transport team will request that resident applicants accept or decline the offer of a place by 30 April 2021, or within two weeks of the date of any subsequent offer.
38. If they do not respond by this date Surrey's admissions and transport team will issue a reminder. If the parent still does not respond the admissions and transport team or the school, where it is its own admission authority, will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Only where the parent fails to respond and the admissions and transport team or school, where it is its own admission authority, can demonstrate that every reasonable effort has been made to contact the parent, will the offer of a place be withdrawn.
39. Where an applicant resident in Surrey accepts or declines a place in a Surrey school by 30 April 2021, Surrey's admissions and transport team will forward the information to the school by 7 May 2021.
40. Where an applicant resident in Surrey accepts or declines a place in a school maintained by another local authority by 30 April 2021, Surrey's admissions and transport team will forward the information to the maintaining local authority by 7 May 2021. Where such information is received from applicants after 30 April 2021, Surrey's admissions and transport team will pass it on to the maintaining local authority as it is received.
41. Where an acceptance or decline is received for a Surrey school in respect of an applicant resident outside Surrey, Surrey's admissions and transport team will forward the information to the school as it is received.
42. When acting as a maintaining local authority, Surrey will inform the home local authority, where different, of an offer that can be made for a maintained school or academy (including a free school) in Surrey, in order that the home local authority can offer the place.
43. When acting as a maintaining local authority, Surrey and the admission authorities within it will not inform an applicant resident in another local authority that a place can be offered.

44. When acting as a home local authority, Surrey will offer a place at a maintained school or academy (including a free school) in the area of another local authority, provided that the school is ranked higher on the common application form than any school already offered.
45. When acting as a home local authority, when Surrey is informed by a maintaining local authority of an offer which can be made to an applicant resident in Surrey which is ranked lower on the common application form than any school already offered, it will inform the maintaining local authority that the offer will not be made.
46. When acting as a home local authority, when Surrey has agreed to a change of preferences or preference order, it will inform any maintaining local authority affected by the change.
47. When acting as a maintaining local authority, Surrey will inform the home local authority, where different, of any change to an applicant's offer status as soon as it occurs.
48. When acting as a maintaining local authority, Surrey will accept new applications (including additional preferences or preference order changes) from home local authorities for maintained schools and academies (including free schools) in its area.

Waiting Lists

49. Where a child does not receive an offer of their first preference school, their name will be placed on the waiting list for each school in Surrey that is named as a higher preference school to the one they have been offered, in accordance with the policy of each admission authority. Parents will be advised that if they want to go on the waiting list for an out of county preference school that they should contact the school or the maintaining local authority for the school to establish their policy on waiting lists.
50. Details of pupils who have not been offered a higher preference school will be shared with the admission authority for each Surrey school by 19 April 2021.
51. Each admission authority will operate waiting lists so that it is clear which child will be eligible for the next offer of a place should a vacancy arise. The waiting list order will be determined by the admission criteria of the school. However all offers must be made by the home local authority. Admission authorities are encouraged to share waiting list information confidentially with other local schools to support effective planning of school places.
52. Schools within Surrey will not inform any applicant that a place can be offered in advance of such notification being sent by the home local authority.
53. Waiting lists for each school will be held until at least the end of the Autumn term after which some schools may cancel their waiting lists. Details of how waiting lists for each school will be managed will be set out in the admission arrangements that apply to each school.

Coordinated scheme for admission to secondary school (Year 7 and Year 10) for 2021/22

Applications

1. Surrey's admissions and transport team will distribute information leaflets on admissions early in September 2020. These will be distributed to all children in Year 6 in Surrey maintained schools who are resident in Surrey. The leaflet will refer parents to the Surrey County Council website www.surreycc.gov.uk/admissions via which parents will be able to access the admissions information and apply online from 1 September 2020. Alternatively, they can obtain a secondary school admissions booklet and a paper preference form by ringing the Surrey Schools and Childcare Service on 0300 200 1004.
2. All parents living in Surrey must only complete Surrey's online application form or a Surrey paper form which will be available from 1 September 2020. Parents living outside Surrey must use their home local authority's form to apply for a place at a Surrey school. Parents living in Surrey can apply for a school in another local authority on Surrey's online or paper form. Along with all other local authorities, Surrey operates an equal preference system. Surrey's application form for Year 7 invites parents to express a preference for up to six maintained secondary schools or academies (including free schools) within and/or outside of Surrey (and any city technology college that has agreed to participate in their local authority's qualifying scheme). Surrey's application form for Year 10 invites parents to express a preference for up to three university technical colleges or studio schools. These enable Surrey County Council to offer a place at the highest possible ranked school for which the applicant meets the admission criteria.
3. In accordance with the School Admissions Code, the order of preference given on the application form will not be revealed to a school within the area of Surrey. However, where a parent resident in Surrey expresses a preference for a school in the area of another local authority, the order of preference for that local authority's school will be revealed to that local authority in order that it can determine the highest ranked preference in cases where a child is eligible for a place at more than one school in that local authority's area.
4. The closing date for all applications (either online or paper) will be 31 October 2020 but parents will be encouraged to return their form by 23 October 2020, which is the Friday that schools break up for the autumn half term. Changes to ranked preferences and applications received after the closing date will not be accepted unless they are covered by the paragraphs in this scheme which relate to late applications and changes of preference. If a parent completes more than one application stating different school preferences, Surrey's admissions and transport team will accept the form submitted on the latest date before the closing date. If the date is the same, Surrey's admissions and transport team will contact the parents to ask them to confirm their ranked preferences.
5. Schools that are their own admission authority must not use any other application form but may use a supplementary form if they need to request additional information that is required to apply their admission criteria. Surrey County Council's website and the secondary school admissions booklet will indicate which schools require a supplementary form. Supplementary forms can be accessed via the website or can be

obtained from each school. All supplementary forms should be returned to the school by the date specified by the school but in any case no later than the national closing date of 31 October 2020. Surrey County Council will publish information that will encourage applicants to submit their supplementary form by 23 October 2020 (i.e. the Friday before half term). The supplementary form should clearly indicate where it is to be returned. Where supplementary forms are used by admission authorities within Surrey, the admissions and transport team will seek to ensure that these only collect additional information which is required by the published oversubscription criteria in accordance with the School Admissions Code.

6. Where a school in Surrey receives a supplementary form, Surrey's admissions and transport team will not consider it to be a valid application unless the parent/carers has also listed the school on their home local authority's common application form.
7. Surrey's admissions and transport team will confirm the status of any resident child for whom it receives a common application form stating s/he is a looked after or previously looked after child and will provide evidence to the maintaining local authority in respect of a preference for a school in its area by 12 November 2020.
8. Surrey's admissions and transport team will advise a maintaining local authority of the reason for any preference expressed for a school not in its area and will forward any supporting documentation to the maintaining local authority by 12 November 2020.
9. Surrey's admissions and transport team will advise a maintaining local authority of the reason for any application made in respect of a child resident in Surrey to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining local authority by 12 November 2020.
10. Surrey County Council participates in the Pan London Coordinated Admission Scheme. Surrey's admissions and transport team will upload application data relating to preferences for schools in other participating local authorities, which have been expressed within the terms of Surrey's scheme, to the Pan London Register by 12 November 2020. Alternative arrangements will be made to forward applications and supporting information to non-participating local authorities.
11. Surrey County Council will participate in the Pan London application data checking exercise scheduled between 14 December 2020 and 4 January 2021.

Processing

12. By 3 December 2020, Surrey's admissions and transport team will have assessed the level of preferences for each school and will send all admission authority schools a list of their preferences so that they can apply their admission criteria.
13. By 8 January 2021 all schools which are their own admission authority will have applied their admission criteria and will provide Surrey's admissions and transport team with a list of all applicants in rank order. This will enable Surrey to offer places to ensure that under the terms of the coordinated scheme each applicant is offered the highest possible ranked preference. Surrey County Council will expect schools to adhere to their published admission number unless there are exceptional circumstances such as if this would not enable the local authority to fulfil its statutory duty where the demand for places exceeds the number of places available.

14. Surrey's admissions and transport team will carry out all reasonable checks to ensure that pupil rankings are correct for all schools in Surrey before uploading data to the Pan London Register.
15. Between 29 January and 12 February 2021 Surrey's admissions and transport team will send and receive electronic files with all coordinating local authorities, in order to achieve a single offer.

Offers

16. Surrey's admissions and transport team will identify the school place to be offered and communicate information as necessary to other local authorities by 12 February 2021. In instances where more than one school could make an offer of a place to a child, Surrey's admissions and transport team will offer a place at the school which the parent had ranked highest on the application form. Where Surrey is unable to offer a place at any of the preferred schools the admissions and transport team will offer a place at an alternative community or voluntary controlled school with places or by arrangement with an academy or foundation, free, trust or voluntary aided school with places.
17. Surrey's admissions and transport team will not make an additional offer between the end of the iterative process and 1 March 2021 which may impact on an offer being made by another participating local authority.
18. Notwithstanding paragraph 15, if an error is identified within the allocation of places at a Surrey school, the admissions and transport team will attempt to manually resolve the allocation to correct the error. Where this impacts on another local authority (either as a home or maintaining local authority) Surrey's admissions and transport team will liaise with that local authority to attempt to resolve the correct offer and any multiple offers which might occur. However, if another local authority is unable to resolve a multiple offer, or if the impact is too far reaching, Surrey's admissions and transport team will accept that the applicant(s) affected might receive a multiple offer.
19. Surrey's admissions and transport team will participate in the Pan London offer data checking exercise scheduled between 15 and 22 February 2021.
20. Surrey's admissions and transport team will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than 23 February 2021.
21. By 1 March 2021, lists of children being allocated places will be sent to secondary schools for their information.
22. On 1 March 2021 an outcome will be sent by Surrey's admissions and transport team to all parents who have completed a Surrey application form. Where a first preference has not been met a letter will be sent by first class post which will refer parents to Surrey's website or the Contact Centre for further advice. Parents will be asked to confirm whether or not they wish to accept any school place offered. UNDER NO CIRCUMSTANCES MUST ANY SCHOOL WRITE TO OR MAKE ANY OTHER CONTACT WITH PARENTS TO MAKE AN OFFER OF A PLACE, OR TAKE ANY ACTION TO INFORM THEM THAT A PLACE WILL OR WILL NOT BE OFFERED BEFORE 1 MARCH 2021.

Late Applications and changes of preference

- 23.** It is recognised that applications will be received after the closing date and that some parents will wish to change their preference e.g. if a family is new to the area or has moved house. Such applications must still be dealt with and this section deals with applications received in these circumstances.

Applications and changes of preference received after the closing date but before 1 March 2021

- 24.** Some late applications will be treated as late for good reason. These will generally relate to applications from families who are new to the area where it could not reasonably have been expected that an application could have been made by the closing date. Applicants must be able to provide recent proof of ownership or tenancy of a Surrey property (completion or signed tenancy agreement). Other cases might relate to a single parent family where the parent has been ill or where there has been a recent bereavement of a close relative. These cases will be considered individually on their merits.
- 25.** The latest date that an application can be accepted as late for good reason is 10 December 2020. If an application is deemed late for good reason and all supporting information is received by this date it will be passed to any admission authority named for consideration alongside all applications received on time.
- 26.** Where applications which have been accepted as late for good reason contain preferences for schools in other local authorities the admissions and transport team will forward the details to maintaining local authorities as they are received.
- 27.** Where an applicant lives out of county, Surrey will accept late applications which are considered to be on time within the terms of the home local authority's scheme.
- 28.** The latest date for the upload to the Pan London Register of late applications which are considered to be on time is 11 December 2020.
- 29.** Where an applicant moves from one participating home local authority to another after submitting an on time application under the terms of the former home local authority's scheme, the new home local authority will accept the application as on time up to 10 December 2020, on the basis that an on time application already exists within the Pan London system. Applicants moving to or from non-participating Pan London local authorities will be managed on a case by case basis.
- 30.** Late applications from parents where it could reasonably have been expected that an application could have been made by the closing date and those received after 10 December 2020 will be considered as late. These applications will not be processed until after all on time applications have been considered.
- 31.** Some parents may wish to change a preference after the closing date due to a change of circumstances. Surrey's admissions and transport team will accept changes to preferences after the closing date only where there is good reason, such as a house move or other significant change of circumstance, which makes the original preference no longer practical. Any such request for a change of preference must be supported by documentary evidence and must be received by 10 December 2020. Any changes of preference received after 10 December 2020 will not be considered until all on time applications have been dealt with.

Applications and changes of preference received between 1 March 2021 and 31 August 2021

- 32.** Applications will continue to be received after 1 March 2021. Only those preferences expressed on the application form will be valid. Where the school is its own admission authority the application data will be sent to them requesting an outcome for the preference within 14 days. Once the outcome is known for each preference Surrey's admissions and transport team will issue the outcome letter to the parent.
- 33.** Where the stated preference is for a school in a neighbouring authority the application form will be passed to that authority requesting an outcome for the preference within 14 days. Once the outcome is known for each preference Surrey's admissions and transport team will issue the outcome letter to the parent.
- 34.** After 1 March 2021 some parents may wish to change a preference or order of preferences due to a change of circumstances. Surrey's admissions and transport team will accept changes to preferences or order of preferences after 1 March 2021. Parents may also name additional preferences after the offer day of 1 March 2021.
- 35.** The coordination scheme will end on 31 August 2021. Applications received after 31 August 2021 will be considered in line with Surrey's in year admissions procedures.

Post Offer

- 36.** Surrey's admissions and transport team will request that resident applicants accept or decline the offer of a place by 15 March 2021, or within two weeks of the date of any subsequent offer.
- 37.** If they do not respond by this date Surrey's admissions and transport team will issue a reminder. If the parent still does not respond the admissions and transport team or the school, where it is its own admission authority, will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Only where the parent fails to respond and the admissions and transport team or school, where it is its own admission authority, can demonstrate that every reasonable effort has been made to contact the parent, will the offer of a place be withdrawn.
- 38.** Where an applicant resident in Surrey accepts or declines a place in a Surrey school by 15 March 2021, Surrey's admissions and transport team will forward the information to the school by 22 March 2021.
- 39.** Where an applicant resident in Surrey accepts or declines a place in a school maintained by another local authority by 15 March 2021, Surrey's admissions and transport team will forward the information to the maintaining local authority by 22 March 2021. Where such information is received from applicants after 15 March 2021, Surrey's admissions and transport team will pass it on to the maintaining local authority as it is received.
- 40.** Where an acceptance or decline is received for a Surrey school in respect of an applicant resident outside Surrey, Surrey's admissions and transport team will forward the information to the school as it is received.
- 41.** When acting as a maintaining local authority, Surrey will inform the home local authority, where different, of an offer that can be made for a maintained school or academy (including a free school) in Surrey, in order that the home local authority can offer the place.

42. When acting as a maintaining local authority, Surrey and the admission authorities within it will not inform an applicant resident in another local authority that a place can be offered.
43. When acting as a home local authority, Surrey will offer a place at a maintained school or academy (including a free school) in the area of another local authority, provided that the school is ranked higher on the common application form than any school already offered.
44. When acting as a home local authority, when Surrey is informed by a maintaining local authority of an offer which can be made to an applicant resident in Surrey which is ranked lower on the common application form than any school already offered, it will inform the maintaining local authority that the offer will not be made.
45. When acting as a home local authority, when Surrey has agreed to a change of preferences or preference order, it will inform any maintaining local authority affected by the change.
46. When acting as a maintaining local authority, Surrey will inform the home local authority, where different, of any change to an applicant's offer status as soon as it occurs.
47. When acting as a maintaining local authority, Surrey will accept new applications (including additional preferences or preference order changes) from home local authorities for maintained schools and academies (including free schools) in its area.

Waiting Lists

48. Where a child does not receive an offer of their first preference school, their name will be placed on the waiting list for Surrey schools that are named as a higher preference school to the one they have been offered, in accordance with the policy of each admission authority. Parents will be advised that if they want to go on the waiting list for any out of county preference school that they should contact the school or the maintaining local authority for the school to establish their policy on waiting lists.
49. Details of pupils who have not been offered a higher preference school will be shared with the admission authority of each Surrey school by 2 March 2021.
50. Each admission authority will operate waiting lists so that it is clear which child will be eligible for the next offer of a place should a vacancy arise. The waiting list order will be determined by the admission criteria of the school. However all offers must be made by the home local authority. Admission authorities are encouraged to share waiting list information confidentially with other local schools to support effective planning of school places.
51. Schools within Surrey will not inform any applicant that a place can be offered from a waiting list in advance of such notification being sent by the home local authority.
52. Waiting lists for each school will be held until at least the end of the Autumn term after which some schools may cancel their waiting lists. Details of how waiting lists for each school will be managed will be set out in the admission arrangements that apply to each school.

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Surrey County Council Proposed admission arrangements for community and voluntary controlled schools in September 2021

Introduction

Surrey County Council is consulting on proposed changes to admission arrangements for community and voluntary controlled schools for September 2021. Details of the changes being proposed are set out in this document.

A copy of the proposed admission arrangements for all community and voluntary controlled schools and Surrey’s coordinated schemes are set out in the following documents, with changes highlighted in bold in each document:

Enclosure 1	Admission arrangements for community & voluntary controlled schools
APPENDIX 1	Published admission numbers
APPENDIX 2	Schools to operate shared sibling priority
APPENDIX 3	Schools to be excluded when assessing nearest school
APPENDIX 4	Catchment map for Southfield Park Primary School
APPENDIX 5	Proposed supplementary form for staff applicants
Enclosure 2	Primary and secondary coordinated schemes
Enclosure 3	Equality impact assessment

What changes are being proposed?

1. Priority for children of staff – all community and voluntary controlled schools

The School Admissions Code permits admission authorities to give priority to children of staff in either or both of the following circumstances:

- where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made; and/or
- the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage

In a survey of the 100 community and voluntary controlled schools in June 2019, 49 schools responded that they were in favour of Surrey introducing priority for children of staff within the admission arrangements. Two schools were not in support and one had no opinion. 48 schools did not respond.

Community and voluntary controlled schools which responded in favour indicated that giving priority to children of staff would help with staff recruitment and retention.

It is therefore proposed to introduce priority for children of staff within the admission arrangements for community and voluntary controlled schools for 2021 admission. The definition of children of staff is proposed to be in line with the School Admissions Code and has been added as a new criterion after criterion 2 for exceptional social/medical need. This change is reflected in Enclosure 1 and is highlighted in bold within sections 7, 8 and 11.

2. Worplesdon Primary School – Guildford

For September 2021, the local authority is proposing to reduce the published admission number (PAN) at Reception for Worplesdon Primary School from 60 to 57.

Worplesdon Primary School currently has a Reception PAN of 60 which means that the school admits 60 children in to the mainstream school each year. However there is a proposal to create a new specialist centre at the school which would create places for primary pupils with an Education, Health and Care Plan (EHCP) and who have Communication and Interaction Needs (COIN) in Surrey. This specialist centre will be based at Worplesdon Primary School and operated in partnership with Freemantles School.

It is intended that the three children being admitted to the centre each year will spend more than 50% of their time in the mainstream class. However with a PAN of 60 this would put the school in breach of infant class size legislation which only permits 30 children in a class to one teacher.

As such it is proposed to reduce the PAN from 60 to 57 to ensure that each year group can accommodate three centre children in the mainstream classes and thereby ensure that class sizes do not breach 30. This reduction in PAN would therefore reduce the likelihood of the school having to take qualifying measures to comply with Infant Class Size legislation.

It is anticipated that there would still be sufficient places in the area if the PAN is decreased and this decrease would have no impact on children who are currently on roll at the school.

This reduction in PAN is subject to a statutory notice being agreed.

3. Schools to be included in the assessment of nearest school

Section 13 of Enclosure 1 sets out that a school will be considered in the assessment of nearest school if it has admitted children without regard to faith in each of the previous three admissions years. Whilst no change is proposed to this policy, each year a review of the previous three years' intakes must take place to ensure that the schools to be considered in the assessment of nearest school are in line with this policy.

For 2021 admission, this policy means that the following schools will be **removed** from the list in Appendix 3 as schools which will be **excluded** when assessing nearest school:

- St Joseph's Catholic Primary School, Epsom & Ewell
- St Thomas of Canterbury Catholic Primary School – Guildford
- St Anne's Catholic Primary School – Reigate & Banstead
- St Joseph's Catholic Primary School, Reigate & Banstead
- St Francis Catholic Primary School – Tandridge
- St Cuthbert Mayne Catholic Primary School - Waverley
- St Edmund's Catholic Primary School - Waverley
- St Polycarp's Catholic Primary School – Waverley

This is because in each of the admission years 2017, 2018 and 2019, these schools admitted children without regard to faith.

In addition, Section 13 of Enclosure 1 sets out that an out of County school might be excluded from the assessment of nearest school if it would not have offered places to Surrey applicants in the initial allocation of places in 2017, 2018 and 2019, where that school's inclusion in the assessment of nearest school would lead to difficulty in identifying a school for a Surrey resident. A review of the schools currently excluded under this

provision means that the following schools will be **removed** from the list in Appendix 3 as schools which will be **excluded** when assessing nearest school:

- Charters School – Windsor & Maidenhead: This school has admitted children from beyond its designated area in each of the years 2017, 2018 and 2019
- The Wavell – Hampshire: It is no longer believed that the inclusion of this school as nearest would lead to a difficulty in identifying a school for a Surrey resident because Ash Manor is increasing its PAN to 240 for 2021 entry.

The consequence of these changes will be that each of these schools will be included in the nearest school assessment and this may change a child's nearest school when comparing 2021 with previous admissions' intakes. This may in turn affect the priority a child may receive for some community and voluntary controlled schools.

How can you respond to the consultation?

The consultation on the admission arrangements for community and voluntary controlled schools and these proposed changes will run until Wednesday 11 December 2019. If you would like to take part please complete an online response form available at Surreysays (www.surreysays.co.uk). Alternatively if you would prefer to respond on a paper form, please telephone the Surrey Schools and Childcare Service on 0300 200 1004 to request a copy. Please note that only response forms which are fully completed with the respondent's name and address will be accepted.

What happens next?

After the closing date, responses will be collated and presented to the County Council's decision making Cabinet on 28 January 2020. It will decide whether to proceed with the proposed changes as well as determining the admission arrangements for all community and voluntary controlled schools for which no changes are proposed. Cabinet's decision will then need to be ratified by the full County Council on 4 February 2020. Once determined the final admission arrangements for all community and voluntary controlled schools for 2021 will be placed on Surrey's website at www.surreycc.gov.uk/admissions.

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Consultation on Surrey's admission arrangements for community and voluntary controlled schools and coordinated schemes for September 2021

Outcome of consultation

Response to consultation

1. By the closing date, 163 respondents had submitted an online response to the consultation, some of whom had answered more than one question. Two further responses were received by email, making a total of 165 responses.

2. The 165 responses were from:

Academy Trust	1
Borough/district councillor	2
Chair of governors	5
Diocesan Representative	2
Family member (other than parent)	1
Headteacher	11
National Secular Society	1
Other Local Authority	1
Parent	105
Parish Council member	1
School governor	8
School staff member	21
Other	6
TOTAL	165

3. A summary of the responses to the individual school related questions within the consultation is set out below in Table A.

Table A - Summary of responses to admission consultation for September 2021

Question Number	Proposal	Document	Agree	Disagree	No Opinion
1	Priority for children of staff	Enclosure 1	108	40	17
2	Worplesdon Primary School: reduction of Reception PAN from 60 to 57	Enclosure 1, Appendix 1	6	11	148
3	Schools to be included in the assessment of nearest school	Enclosure 1, Appendix 3	48	65	52

Analysis of responses to questions within the 2021 admission consultation

4. **Priority for children of staff** - Overall, 108 respondents agreed with this proposal and 40 were opposed to it.

5. Of the respondents who agreed with the proposal the breakdown was as follows:

Chair of Governors	4
Diocesan representative	1
Headteacher	10

Parent	64
School Governor	6
School staff member	18
Other	5
Total	108

6. Of the 38 respondents from a school, 33 declared the school that they were from and, of those, 28 were from a community or voluntary controlled school.

7. Of the respondents who were in support, 58 gave reasons. Full details are included as Appendix 1 to Enclosure 4. A summary of some of the main points is as follows:

- It would improve recruitment and retention of staff in schools.
- It would encourage part time and full time workers to return to work.
- It would help ease issues with childcare.
- Schools would be able to recruit the right teacher for the job rather than being hampered because of geographical difficulties and school run problems.
- It would help improve the wellbeing of staff.
- Teachers and their children could be part of the same school community.
- It would create a level playing field with other local academies which have this policy already.
- It will act as an incentive for teachers to stay in certain schools and to raise standards.
- It would remove the stress of multiple car journeys.
- It would remove the financial strain of before and after school clubs.

8. Of the respondents who were opposed with the proposal the breakdown was as follows:

Academy Trust	1
Borough/District Councillor	1
Chair of Governors	1
Diocesan representative	1
Family member (other than a parent)	1
Headteacher	1
Parent	29
School Governor	2
School staff member	3
Total	40

9. Of the 8 respondents from schools, none represented a community or voluntary controlled school.

10. Of the respondents who were opposed 28 gave reasons. Full details are included as Appendix 1 to Enclosure 4. A summary of some of the main points is as follows:

- School staff should not receive priority over local children.
- It is a teacher's choice where they work.
- Hard to justify a non-Catholic child receiving priority over a Catholic child.
- Children should be admitted according to a fair policy.
- There is no cap to the allocation of places for children of staff.
- Having children of staff in school could create conflict of interests.
- Teachers already experience fewer childcare issues than other working parents.
- Children should attend the school closest to their home.
- Difficulties with recruitment does not justify disadvantaging other children.
- The proposal doesn't specify whether the staff member would be full or part time.
- People pay a premium for houses close to good schools to ensure they get in and so why should someone from outside the area benefit.
- Having children from outside the area breaks down the community and local friendships.
- We should be enduring children can walk/cycle to school.

11. **Worplesdon Primary School: reduction of Reception PAN from 60 to 57** - Overall, six respondents agreed with this proposal and 11 were opposed to it.

12. Of the six respondents who agreed with the proposal, five were parents and one was a Diocesan representative.

13. Reasons given for agreeing with the proposal were as follows:
- that is a practical solution to being able to offer enhanced experience to children with SEN
 - smaller class sizes are a good thing as fewer children allows each child to have more individual time with the teacher/teaching assistant
14. Of the 11 respondents who were opposed to the proposal, 10 were parents and one was a school staff member at an unnamed school.
15. Reasons given for opposing the proposal were as follows:
- It would increase the pressure on neighbouring schools.
 - Primary schools in the Guildford area recently undertook significant expansions - why now decrease the intake?
 - Previously informed that the proposed creation of a special needs centre at Worplesdon would not impact the other students - this is clearly a [negative] impact
 - The intake for the existing part of the school should not be reduced as a result of another development on the site
 - Already over subscription at all local schools so they should be increasing not decreasing
16. **Schools to be included in the assessment of nearest school** - Overall, 48 respondents agreed with this proposal and 65 were opposed to it.

17. Of the 48 respondents who agreed with the proposal the breakdown is as follows:

Borough/District Councillor	1
Diocesan representative	1
Headteacher	2
Parent	38
Parish Council member	1
School Governor	2
School staff member	1
Other	2
Total	48

18. Of the respondents who were in support 31 gave reasons. Full details are included as Appendix 2 to Enclosure 4. A summary of some of the main points is as follows:
- If people lived closer there wouldn't be so much of a traffic/parking problem.
 - Unfair for local families to have to travel further because other children have attended Mass more.
 - School space shortages mean local children are pushed to schools further away.
 - Outrageous that faith schools are publicly funded yet remain selective to faith applicants.
 - Faith schools should have children of the same faith.
 - We should be making it easier for children to walk/cycle to school and reduce pollution.
 - Important for children to go to their local school to build stronger communities.
 - Religious schools should not be able to maintain different criteria to other state schools.
 - It's not right to include Catholic schools which do not accept non-Catholics in the nearest school assessment.
 - Inclusion for all.
 - All schools should accept children living nearby regardless of religious beliefs.
 - This criterion disadvantages faith schools and should be removed.
 - It's not fair to restrict admissions based on County divisions.
 - Parents should be able to select their nearest school.

19. Of the 65 respondents who opposed to the proposal the breakdown is as follows:

Chair of Governors	2
Diocesan representative	1
Family member (other than a parent)	1
Headteacher	4
National Secular Society	1

Other local authority	1
Parent	48
School Governor	2
School staff member	4
Other	1
Total	65

20. Of the respondents who were opposed 49 gave reasons. Full details are included as Appendix 2 to Enclosure 4, redacted as necessary. A summary of some of the main points is as follows:
- Schools should change their admissions policy to give priority to local children.
 - Exclusions should not exist as all schools should admit local children.
 - Children should go to their nearest school.
 - Schools should not prioritise children based on religion or belief.
 - Changes would negatively impact and discriminate against non-Catholic children who live in an area where one of the listed schools would be the nearest school.
 - The change should coincide with The Wavell changing its catchment in order to benefit Surrey residents.
 - Catholic schools may be unsuitable for families who do not support Catholic beliefs.
 - Removal of schools from the list would be unfair if applicants would not get in to those schools as they may then miss out on a place at their next nearest school.
 - Admission criteria for faith schools would need to change in order for the proposal to be fair.
 - Not fair to expect children who are not religious to have to apply for a religious school.
 - There may not be places available at the named faith schools in any given year.
 - The State should not be forcing people to attend faith schools, which it is by including them in the nearest school policy.
 - Changing the policy for 2021 is too soon for families who have already moved and bought houses in an area based on the existing policy who may now be forced to send their child to a faith school instead of the school they wanted.
 - If parents are willing to travel to a faith school they should be allowed.
 - It will distort the perception of local residents who will think that they will get in to their local faith school when they may not.
 - Surely all schools should be included.
 - Why reduce the accessibility of schools when there is a shortage.
21. **Admission arrangements for which no change was proposed** - Overall, 29 respondents chose to make comments on the admission arrangements for which no change was proposed. However, from those comments, only two matters arose that were not already covered by the consultation and related to community and voluntary controlled schools.
22. One respondent indicated that Surrey's admissions procedures should be amended to ensure that children who were subject to a Special Guardianship Order should be treated as an excepted pupil for in year admissions, in line with looked after and previously looked after children.
23. Two respondents indicated that sibling priority should no longer be given if a family has moved away.

Comments from respondents in support of the proposal
1. It would be much better and easier for teachers at the school and makes sense to me.
2. I am in no doubt that this proposal would increase the pool of candidates available to us. We already offer part time working which is attractive to candidates with young children but I have personal experience that difficulties with childcare has put off candidates in the past.
3. So that schools can recruit the right teacher for the job rather than being hampered because of geographical difficulties and school run problems.
4. It is important that schools are sufficiently staffed.
5. Teachers work long hours and if their children can stay nearby it makes family life much easier for the teachers and it also mean that teachers can offer more to the community they belong to.
6. I think in this current climate with difficulties recruiting teachers, we have to look at other ways of attracting and retaining teachers for our schools. Additionally, with our focus on wellbeing of staff, having your child in the same school where you work makes being a working parent more possible.
7. Prioritisation should be based upon common sense.
8. It's hard enough affording to live in this area on current salary with house prices as an educator. To be able to have staff with their own children in the school would be so beneficial in financial and in terms of logistics and time
9. Teachers and their children can be part of the same school community.
10. Only if the member of staff has been at the school for at least two years BEFORE the child starts, and only if there is evidence of a difficult recruitment search to fill a post.
11. Particularly in an area like Oxshott where it is often too expensive for our staff to live within walking distance a place at school would make a teaching role with us more attractive.
12. Yes because it will help the school retain teaching staff at a time where we have teacher shortages.
13. Having worked as a teacher whilst being a parent in the past I appreciate how much easier it would be to do your job well if your child is at the same school as you (simpler logistics). I believe this policy would help you recruit and retain talented staff in your schools.
14. I am lucky enough to live close to the school I teach in. My daughter attends my school but the school was not our closest. We were lucky that she got in when we put my school as first choice. I am hoping she will be accepted into our feeder school but again this is not certain.
15. There is a shortage of well qualified teachers in many shortage subjects. This will give good teachers incentive to stay in good schools and to raise standards. There are not many benefits to being a teacher, this is a good one.
16. It would aid retention of staff, particularly when staff members have returned part-time and need to juggle work-life balance. It would also create a level playing field with other local academies which have this policy already.
17. This has potential to assist with recruitment and retention. It presumably suggests that staff will be confident that they are working in good schools in which they wish their child to be educated. It is clearly sensible for minimising transport.
18. Give schools a chance to retain experienced staff and encourage parents back into work without high childcare costs.
19. Recruiting teachers is increasingly difficult. The quality of the school is so dependent on the teachers they can employ.
20. It would greatly help regarding childcare as you would not need to take extra travel time to your child's destination/your place of work. This could also impact on cost of childcare, which can ultimately force you to leave a place of work if you cannot fund your childcare. You already have an invested interest in the school itself. You would be able to support and benefit the school from both a parent and staff point of view.
21. As a diocese we were supportive of this priority from the start and indeed several of our own admission authority schools implemented it early on in the process, with many others following suit. I think it would be fair to say that whatever its position in our schools' over-subscription

Appendix 1 to Enclosure 4 – Comments on Children of staff

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criteria, it has proved very useful in the recruitment and retention of staff, which is obviously to the benefit of all children in the school.
22. For teachers yes, but not for TA and only when they stay at that employment.
23. To aid staff recruitment and retention.
24. Fair and convenient for teachers.
25. Makes sense to enable them to do their job.
26. We need to retain teachers in the profession and this seems a good benefit to offer, that will help with this aim.
27. I believe that if teachers are unable to gain priority status for their child at the school they are employed, this could result in the loss of a potentially good teacher as they may be unable to arrange childcare for getting their child to another school.
28. Encourages parents back to work by making it easier.
29. Excellent way for local schools to address the recruitment crisis in teaching staff and shows a high level of commitment and trust in the school when staff select it for their child.
30. How would this apply? For example staff definition as a contractor or person who runs an after school club? Also for a religious school there is no clarity in that a teacher may be non-Catholic wishing to put their child in a Catholic school. This means a non-Catholic child takes precedence over a baptised Catholic child because they are staff? Does this mean a baptized Catholic child is denied a Catholic education because their parents are staff?
31. I believe this should be a benefit that our teachers receive.
32. It simply makes sense for all concerned.
33. Easier work life for staff and financially beneficial.
34. It makes returning to work as a teacher more manageable in terms of child care.
35. Recruitment is very difficult currently and this would enable schools to ensure employees have the opportunity to have their children attend the school they work at.
36. I think if someone is teaching at a school there should be priority for their children to attend that school as it will make life easier for them in addition to that it should be seen as a perk to attract teachers. You want to make it as easy as possible for them as they are providing a valuable service to the community.
37. I currently live outside of catchment area for the school where I work, but would like my son to attend there for many reasons. The school is an outstanding school and I know he would receive an excellent education if he attended there, but also because it would allow for a reduction in wrap-around care. I believe if you live and work in the same borough then teachers' children should be on the priority list for the schools where they work. I believe that if the parent/teacher lives outside the borough of the school they work in this should be considered as this may affect the children when they then go on to secondary school more locally to where they live as they will have made primary friends outside of their local area.
38. To assist with teacher recruitment in a time where we struggle to recruit and retain the best staff. To attract and retain quality teachers in a climate of difficult staff recruitment.
39. Convenience. Positive for both parent and child. Removes stress for school staff in having to manage drop off and pick-ups at another school.
40. As an experienced teacher and single parent, I welcome the opportunity for my children to apply to the school in which I work. It removes the stress of multiple car journeys and the financial strain of before and after-school clubs. Schools are experiencing a recruitment crisis, so any means to hold onto valued staff should be encouraged. It will enable me to continue working.
41. There is a growing problem with teacher recruitment and retention (not staff as a whole) due to well understood national problems. In addition, our school is on the borders of a better paid region (London and its environs) so attracting candidates from inside this region is a real problem. Attracting candidates from our own area when London is so close is becoming an increasing concern. Offering priority to the children of teachers is a real and tangible benefit which may well swing a candidate's mind. The subject of priority has been an issue for more than existing teacher as their child approaches school age. Having such a priority can only be an advantage - other methods suggested include a monetary incentive of some sort (eg Golden

<p>Hellos) but this is not a real option given our financial position and carries the risk of being a divisive factor.</p>
<p>42. It's a good idea for ease of school run for the families involved.</p>
<p>43. As a parent of a child starting school next September, this is a major factor in picking schools, I may have to cut hours back in order to make pick-ups or drop offs, or pay extra for breakfast/ after school clubs. Which I currently do not have to do as he attends the nursery at the school I work at, which is the same as school hours.</p>
<p>44. I understand the difficulties of having a child and managing employment (drop off/pick up etc) and recognise the benefits to staff and their child if the child is able to attend the school where their parent is employed.</p>
<p>45. I think it is a good option when considering recruitment and retention of staff however only when staff live at distance from the school where it will impact on childcare. I don't always think it is in the best interest of the child to work in the same school as their parent.</p>
<p>46. This would make childcare arrangements much easier for staff and provides an excellent non-financial incentive for teachers to return to work when financial reward is low.</p>
<p>47. There is so little incentive for people to teach at present and this would make childcare easier.</p>
<p>48. To ease the pressure teachers face with child care arrangements and therefore allowing them to focus on school tasks.</p>
<p>49. I am a teacher at the school and I have a child who will be starting Reception in 2020. Having my son attend the same school that I work in will not only enable me to be more committed to my job. It will allow me to work full time hours but will also encourage me to stay at the school for many years to come.</p>
<p>50. It is a practical and sensible way to address some of the problems with staff recruitment and retention and to improve the staff wellbeing offer.</p>
<p>51. As a teacher and parent I am aware how difficult it can be to juggle school runs and trying to make it to work on time. Some teachers give up teaching when their child is in early education because paying for wrap around childcare on a teacher's salary doesn't make a lot of sense. We are short of teachers in this country, let's try and keep them! This will certainly help.</p>
<p>52. Though it will effect intake numbers available for new students I don't think that it will be a detrimental effect. It also allows the retention and recruitment of good teachers.</p>
<p>53. To keep families together.</p>
<p>54. Makes it much easier for teachers who are parents to work.</p>
<p>55. It seems reasonable to allow the parent the chance to have their children at the school if that allows their child care arrangements to work best! (It could also save extra transport and help the environment.)</p>
<p>56. It is definitely a struggle for the many teachers that I know who have children at one school, but work at another. There is extra child care, the worry of getting to collect them on time, pressures of wanting to see your child's performance, but being bound to be at work at another school during those special times. It would therefore, make life so much easier for those working at a school to have their child at the same location.</p>
<p>57. Logistically that is the most logical option.</p>
<p>58. I believe it is fair as long as the staff of the schools have contributed to our society and local school, then priority should be given to their children, this enables them to be less worried about their children, so they can concentrate to their work, ultimately children in the school benefit this.</p>

Comments from respondents opposed to the proposal	
1.	It is a teacher's choice where they work - as it is for all working parents. Until Surrey CC can accommodate each child who LIVES in their school catchment with a place in their preferred school then school staff should NOT get special treatment over local council tax paying residents.
2.	Parents have a right to send their children to a faith school which is part of their church and community and life. Not all of us have the luxury of the church community being on the doorstep! Stop this post code lottery!
3.	In a Catholic school, I would find it hard to justify giving priority to a non-Catholic child of staff ahead of a Catholic child on the waiting list. If the priority for children of staff came lower than Catholic children, I would support the proposal.
4.	I think staff should be employed on their skill base and children admitted according to a fair policy. This suggested process could mean that staff fulfil a role to get their children into a school rather than doing the job as an actual choice.
5.	<ul style="list-style-type: none"> • This appears to be a driven by offering an employment perk rather than addressing a genuine need for the teachers. Teachers already have shorter working days than in most other professions and have matching holidays to school holidays, thus suffering fewer childcare issues than other working parents. • This is being offered without additional space provision and will push parents further down the priority listing for limited places at local schools. It is not specified that the teacher has to be resident within the local authority and this fundamentally introduces unfairness in the allocation system. • There is no cap in this allocation, without a cap this could easily result in several places in any year's intake going to teachers. • Having the children of teachers within the same school as the teacher potentially introduces conflicts of interest and a difficulty in treating their children without bias over other children both positively and negatively, no matter how much you may desire not to. • We appreciate the need to offer employment incentives, however, please consider other more typical approaches of flexible working, job share etc. and not one that impacts on other parents' ability to find their child a place in a local school. • Less than 50% of schools responded positively to this and the fact the most other schools failed to respond is not indicating a strong issue for the majority, it might also indicate they had a fear to respond negatively.
6.	<ul style="list-style-type: none"> • My view is that the council suggest in this proposal that the local community would be disadvantaged particularly where the places are oversubscribed. I object primarily that just because staff have been employed for 2 years that their children would then take up a valuable place as this scenario would mean that in my local school that more than 10 places were set aside for staff and I just don't think that's an acceptable position. • I would suggest that the max number of places in each school under both sets of criteria is a combined figure and not treated separately. This could be relaxed if the school was undersubscribed. Staff children should not be advantaged by the fact their parent happens to work in a good school - it's tantamount to jumping a queue on the basis of their profession.
7.	If the staff member and child do not live locally this could mean that a child living nearer to the school does not receive a place. There are far too many instances where children are not able to go to their nearest school which results in more car journeys, more traffic difficulties around school drop off/pick up and a negative effect on the environment. The proposal does not state either which number in the hierarchy of qualifiers they intend to position 'children of staff' is it high priority after 'looked after children' or lower priority before 'anyone else'???? This should be made clear in your proposal so that people have an understanding of your intentions.
8.	People may take up positions specifically to ensure a school place for their child.
9.	This could disadvantage other school children.
10.	I do not agree with this. Children should attend the school nearest to their home, not one based upon parents employment. This creates an unfair advantage of choice for teacher-parents who could opt for their nearest school or place of employment.

11. I don't think it is fair for others, some being siblings, to be kept far down the waiting list because an employer at the school has a child who want to attend that school to get a space before others on the waiting list especially those with siblings already attending the school when the wait seems like forever and never as it is without less of a chance being added.
12. You do not say what priority will be given to staff. Will it be 1st place above looked after children? 3rd place above all siblings. I do think staff should have some kind of priority but not above siblings, medical reasons or looked after children. Your proposal is far too vague, and needs to be rewritten.
13. I believe that this is very reasonable to give priority for primary schools. For secondary schools if the nearest school is within 1 1/2 miles (by road / pavement) and the route is lit and has pavements I do not feel that it is necessary. Where a member of staff has been recruited to fill a vacant post in a primary school where there is a skills shortage, priority should only be given if the post is likely to be permanent - i.e. not just to cover maternity leave or similar.
14. Everyone is equal and we all pay lots of tax.
15. I can see that this would be an attractive prospect, but from a selfish perspective it's difficult enough to get your child into a school without adding even more criteria / competition.
16. We are over-subscribed and to extend preference for school staff would reduce the inclusive nature of our admissions policy.
17. Whilst I can appreciate the difficulties schools may have with recruitment it is not, in my view, justification for disadvantaging other children and families. The problems of recruitment- the profession not being as attractive an option as it should be - should not be masked by changing admissions policies to give favour to teachers. The perception of inequality this would create is in my view wrong.
18. Will there be any attempt to hire locally before hiring outside of the school's polygonal catchment area? I am in support of the idea theoretically, but it doesn't specify whether the staff work part-time or full-time. You may find that people are applying for small, part-time roles just to get their kids into a good school. And then spots for that school may not go to local children, and would instead be given to staff's children. This change should be more specific.
19. I do not think it is right for the children of staff to get a prioritised space at the school because 1) people buy houses near the school to ensure they get in, people pay a premium for those houses why should someone from outside the area benefit from that? 2) it is about local community and making local friends and creating support networks. If we suddenly have children coming from outside the area this breaks down the community / local friendships. 3) a teacher's child / children attending may take the space of someone for whom this is their closest school, that does not seem right. 4) from an environmental and safeguarding perspective we should be ensuring we give the spaces to the people that can walk / scoot / cycle safely to and from school. 5) It could be argued that in many schools it might not have a significant impact due to the amount of staff with children at the right age for that school but for larger schools this may not be the case and we are currently experiencing issues with this as a policy in our local secondary school where there are significant numbers of local people not able to get into their local school and yet staff children can. 6) many of us choose to live where we do because we find a school we feel is right for our children to go, one that suits them and their needs. To then not be able to access this due to a staff members child taking priority is unfair in my opinion.
20. I don't agree with this policy as it could potentially take a place away from a child if they live outside of the usual distance given. Which is very unfair on that child.
21. Despite now being allowed in the Code, this criterion remains controversial. For those of us who have a long memory, the Code in the past considered this criterion as unfair. When the DfE suggested a change to the Code, the NUT said "The NUT believes there is a serious flaw with regard to a proposed change which would give children of staff priority when applying for a pupil place. If large groups of staff take up this opportunity, then this will result in a skewed and unbalanced intake. 'Jumping the queue' in this way will be perceived as unjust by the wider

<p>school community. Staff will be perceived as taking places from local children with difficult family circumstances, potentially parent-teacher relationships. The NUT believes that this change in the Admissions Code must not be made.” We still believe this criterion is potentially unfair. The Diocese agrees too with the comments that the NUT made some years ago. The criterion will mean that local children will be displaced. The Diocese has consistently advised our schools not to use it. However, with the Local Authority proposing to add this criterion for community and voluntary controlled schools, it makes it that much harder not to allow it for other schools (as the critical mass of schools using it will have moved).</p>
<p>22. If the staff are not religious and therefore the children are not baptised or following the particular religion of the school then I see no reason why the children of staff should get priority when other children who may live nearby and tick all the religious boxes may miss a place. There is nothing to stop staff moving to a school to get their child accepted and the moving to a different school- the child would then not be moved. Having children of staff members also makes it difficult for the teachers who are having to teach children of other staff members. It also means that other children may miss out on having a 'great' teacher as they cannot teach their own child. I think having children of staff in school makes it all very difficult and it means the other children of non-staff members miss out on various aspects and could ultimately lose out on a place because of a staff's child who may not tick all the other relevant admissions criteria.</p>
<p>23. I feel this would mean more experienced and qualified teachers would be attracted to only living and working in areas where outstanding schools are already so that they can send their children to school. This disadvantages local children and families twofold: there will be fewer spaces for local children who may not have exceptional needs but may come from lower socio-economic backgrounds; there will be less qualified and experienced teachers working at schools who require improvement and would benefit from more experienced and qualified teachers as the latter will have moved to working for outstanding schools which means children in less well performing schools are afforded the opportunity to be taught by more experienced and qualified teachers. Furthermore, I am concerned that almost half of the schools consulted with did not respond. I feel it's important to receive responses from the majority before a final decision can be made.</p>
<p>24. It may cause teachers to get a job at a certain school just to get access for his/her child.</p>
<p>25. I do not think it is fair if staff receive such a huge benefit when school places are in such short supply. There is already such competition over school places. The staff may be part time or not doing a particularly significant role.</p>
<p>26. Whilst appreciating recruitment difficulties I think this would create a sense of equality by giving priority to teachers.</p>
<p>27. There are so many working parents struggling with childcare. Where is our help? Teachers already have the advantage they have adequate leave to look after children during the extensive school holidays the rest of us don't have enough leave for. Other public or government roles get similar pay and don't get those perks. Schools need to be for local children, it would be grossly unfair if a local resident were forced away while a teacher living nowhere near got a place purely because of their profession.</p>
<p>28. Our opinion at the moment is minded to potential unfairness for the communities around a school if there is priority given to children of staff, as this potentially disenfranchises children living in a school admission priority area.</p>

Comments from respondents in support of the proposal
1. I agree but choice to not attend a catholic school should be considered. I would not want my child to attend a catholic school.
2. As a Mytchett resident The Wavell is by far my closest secondary school. Does this mean their catchment policy will change? I worry about sending my children on a 3 mile journey across town and if Wavell's policy changes their travel is much more manageable.
3. Wavell is my 2nd closest school but not in my catchment. We would like our children to go there.
4. It seems to make sense.
5. St Joseph's has taken kids who haven't even had it as a choice in for the last few years. Perhaps if people lived closer like the other primary schools in Epsom then there wouldn't be so much of a traffic/parking problem in the vicinity of St Joseph's as more kids could walk to school. I also think it's unfair for local families to have to travel further away just because someone else has gone to mass more.
6. Charters is easily accessible from Bracknell and it gives us an extra good option for us to consider.
7. It appears to mean that these schools will be included.
8. Congestion and pollution on surrounding roads caused by parents needing to drive as they live too far to walk to their children's school. School space shortages, meaning parents of local kids wanting local schools within walking distance are pushed to schools further away.
9. It's unfair discrimination.
10. As a resident and tax payer, I find it outrageous that faith schools are publicly funded yet remain selective to faith applicants. Faith primary and secondary schools routinely are listed among the top 10 state schools in Surrey, yet remain closed to non-faith residents who subsidise their success.
11. Absolutely. Faith schools should have children with the same faith. My daughter was laughed at the Catholic school by non-believer to not be trendy enough, and she was at year 4 when she just had her Holly communion. I strongly support this.
12. I think it is right that all children should have the chance to attend their nearest school and walk to school wherever possible. We should be looking to make it easier for children to walk/cycle to school to reduce pollution.
13. There is a huge on-going issue with parking and road chaos in the neighbouring roads. This is frequently raised by residents who are very irritated that so many of the children attending St Joseph's come from a long way away. Whilst appreciating their desire for their children to have an education in a Catholic School, for a good number of them, there is a much nearer Catholic School that has spaces. If the children attended a nearer school they would be able to walk there - physically and mentally healthier for them; there would be less impact on the environment from car engine fumes; the roads would be less congested; there would be less stress for parents driving their children to school and the residents of the roads surrounding the schools.
14. We live near the Wavell school and I think it should be considered as our nearest school, which is my understanding of this change.
15. This question is difficult to decipher. I think that it is important for children to go to school in their local area to build stronger communities. Additionally it is better for the environment if children go to a closer school and aren't travelling long distances.
16. I agree with this as Wavell is my nearest school but we can't get into it. Totally unfair as Surrey schools allow Hampshire children in.
17. The schools can't allocate the increasing numbers applying in the area as it is. I think it's an absolute outrage that this is even being considered!!
18. Religious denominated schools should not be allowed to maintain a different selection criteria to other state schools.
19. Richer families who can afford property nearer are more likely to get their chosen school over less wealthy families.
20. I do not believe it is right to include Catholic schools which do not accept non-Catholics in the nearest schools assessment.

21. For reasons of inclusion for all.
22. Schools should be available to those parents and carers who live the nearest, first and foremost. Selection has clearly been an issue, disfavoured those families that live nearer to the schools named and thereby disadvantaged by being unfairly excluded from a list of possible schools.
23. All schools should have to accept children that live nearby regardless of the religious beliefs.
24. Although we understand what SCC is trying to do, the methodology is crude and similar to that of using a 'mallet to crack a nut'. Under this criterion, SCC discriminates against faith schools that are excluded when assessing each child's nearest school. Most of the schools that are excluded are Catholic schools. In some areas of the county, there are more places than children. Because SCC's system looks over three consecutive years, it can easily overlook the fact that a school may not be full one year to another (which has other implications, including financial). This criterion disadvantages faith schools. The Diocese strongly believes that the Local Authority should therefore remove this discriminatory criterion as soon as possible. In our understanding, other large local authorities such as Kent do not use such a criterion such as this.
25. I feel there are not enough school places all ready, I feel putting these schools on the list for people closest will help eliminate this problem. And in turn help reduce unnecessary traffic on the roads.
26. I find it appalling that catholic faith allows children to be prioritised for access to these often excellent schools. I know several families who have pretended to be catholic in order to gain a place and stop attending church once they are admitted. Please take this opportunity to stop this farcical admission process.
27. All schools should be the same. Why would some schools have different admission criteria? More explanation probably needed of why this happens, or why it is being changed.
28. Charters School is the closest school to our house, but as we live over a county border we are currently excluded from the admissions zone. I don't believe it to be fair or appropriate to restrict admissions based on county divisions as opposed to total distance from the school.
29. Pressure on school places in all areas and parents should be able to select nearest school. Risk otherwise is that next nearest non-excluded school is too far away for them to have a reasonable hope of a place, leaving them with limited options. Seems to me that the change would level the playing field for all, regardless of faith.
30. It's fair to consider it nearest when majority of local people won't meet the admission criteria.
31. Religious schools should be a choice based on faith not proximity.

Comments from respondents opposed to the proposal	
1.	I believe these schools should have a changed admissions policy to accept children based on locality to school, as do most other schools. I believe their admissions policy based on ranking children in order of religious belief discriminatory to those of different or no religious belief. Of which my family fall into the latter, but our closest school St John the Baptist would never receive a place due to ranking in admissions. Why are they being removed, when in fact if policy changed, many more pupils could in fact just get a place at their nearest school.
2.	I think schools should be there for the local people and exclusions should not be in place.
3.	Children should go to the nearest school. I am less than one mile away from a church aided school, walking distance, yet would not have got my children in due to religious categorisation. However, children living tens of miles away coming by train and car get priority. The church funds very little in the grand scheme of things in the school and has too much power in dictating who is admitted. It detracts from a community working together. Why should a child living in Capel attend an Ashtead school? I assume this an issue in the schools named above.
4.	Our two elder children attend St Joseph's, which we chose primarily for the fact that it is the only catholic faith school in the area. Our faith is very important to us both spiritually and culturally. Our third child is not yet of school age but we do not wish her to be excluded from the opportunities for spiritual development that the other children have and essentially discriminated against because we live in a different post code.
5.	Why are you proposing this? You are excluding children the chance to go to their local school and be part of their local community based on religious beliefs. The church should stand for welcoming anyone who wishes to be a part of the school if they qualify on the distance criteria like everyone else, these schools should not be allowed to take preference based on race, religion or beliefs. They should stand for being a pillar of the local community.
6.	This is a list of exclusionist schools, and I find it abhorrent that they should seek to "game" the system to exclude children on any grounds other than proximity. Why should I pay my taxes to facilitate religious segregation in state funded education? It is an absolute disgrace that the religious belief of a parent should have ANY bearing on their child's opportunity to access education. Shame on them, and shame on you for even countenancing it.
7.	The proposed changes would negatively impact and discriminate against non-catholic children that live in area where the one of the listed faith schools would be the 'nearest school'. Referred to here as 'Affected Children'. My understanding is that Affected Children would be subordinated in the selection criteria for the catholic schools as such schools would prioritise children of faith who attend Catholic mass. Affected Children would be subordinated in the selection criteria of mainstream primary schools to children for which such mainstream primary school is the 'nearest school'. This leaves Affected Children disadvantaged in the school selection process and discriminated against in favour of Catholic children. Is that even legal? In any case even if the Catholic schools accepted Affected Children, it does not seem appropriate that such children have their 'nearest school' as a faith school which I suspect has a high level of religious content taught as the truth. This could lead to the children of Affected Children being excluded from portions of the school day or being confused/ feeling excluded/ sinful etc.
8.	I am concerned that unless the removal of The Wavell coincides with them removing their catchment area, or changing it to include surrey, this has no benefit for anyone who lives in Surrey and has Wavell as their closest school. In fact it could be detrimental to them getting a Surrey school they want. My closest school is Wavell and we would appreciate being able to get a place there as my children could walk to school, something which I believe is part of the reason for the local school policy in the first place. But if they retain their current catchment area then making it our closest local school doesn't help us as we have no way of getting in unless numbers dramatically fall from within the catchment. At the same time the school we would choose instead which is Kings International is not increasing its intake, but does accept applications from Hampshire, so we can only hope to get a place by distance. We live equidistant between Ash manor and Kings, but although Ash Manor are increasing their intake it

<p>may not be the school we wish our children to attend. I am concerned this new proposal has not benefit to Surrey residents and am not sure why it is happening.</p>
<p>9. St Thomas of Canterbury is a Catholic school which according to its Admissions policy aims to provide a Catholic education for all pupils where Catholic doctrine and practice permeates every aspect of the school's activity. This is totally unsuitable and not wanted by families who do not support Catholic beliefs. This school is therefore not a viable option for many families so should not be counted as such.</p>
<p>10. All Catholic schools!!! Discrimination?</p>
<p>11. If a parent selects St Joseph's Catholic Primary in Epsom as first choice then they are at a disadvantage if they do not fulfil the entrance requirements of the school. The removal would therefore be deceptive and unfair on the applicant.</p>
<p>12. This will mean non catholic children finding themselves having no priority to any schools and therefore unlikely to get school places in any school near their address.</p>
<p>13. If oversubscribed, unless the criteria for admission to these schools are changed then it could lead to our child being not accepted (due to faith) and having the second choice school (only 600m away) not being the 'closest' school and therefore meeting only the final criterion on both schools admission list - i.e. the distinctly horrible phrase "Any other children".</p>
<p>14. Why should they be removed people still live near them and should have priority.</p>
<p>15. From experience distance from home to school means nothing it is deemed reasonable when given a school that was not a choice and then used against me when applying for a sibling to attend same school. Why make life harder for parents.</p>
<p>16. School places are in short supply don't remove ten possible schools.</p>
<p>17. We are practising Catholics but it was not clear to me how this amendment will impact the admission policy for families who are part of the parish and regularly go to church. To understand the proposal fully, it would be necessary to publish the amended admission criteria for these schools with this change reflected, as has been provided for the schools in the original consultation. Specifically it should make clear whether the nearest school assessment will take precedence over practising Catholics or if this will just be applied to non-practising catholic applicants in years that there are places for this group.</p>
<p>18. In an age where there is ever increasing pressure of time on families local schools should be open to intake from their immediate communities regardless of the parents religion. Priority should be that children are able to walk to school and parents should be able to get their children into their nearest school to ease pressure from family life, better quality of life, less cars on roads. This matches Surrey County Council's efforts to ensure better life and balance for children and reducing environmental impact given the council's climate emergency declaration.</p>
<p>19. People need to be able to go to a local school, it's easier and better for all concerned.</p>
<p>20. It is not fair to expect children and families who are not religious to have to apply for a religious school. It is discriminating against those who are not religious but happen to live closer to a religious schools than any other school. They would be so far down the criteria list on an oversubscribed year that they would not get a place, very stressful for a family. Religious schools are there for those who practice their faith and wish their child to attend a school where the faith runs through the curriculum.</p>
<p>21. Making St Joseph's Catholic Primary School in Epsom a 'closest school' will have a number of negative effects for the area around the school, especially for children of non-faith. In the past 3 years this school has given offers to less than 5 pupils who are considered in the 12th category on their admissions criteria. Firstly this will mean any students for whom the school is considered their closest but are non-faith have a very slim chance of getting in under this last criteria, and it is possible on any given year there will be no places offered to children of no faith, as preference is given to children in 11 other categories. St Joseph's in Epsom is a Catholic school and is audited by both Ofsted and it also has a Catholic audit, it is a heavily religious school and parents of non-faith may have a strong aversion to sending their children to this school. This will mean that for the families in this area, they will not have a school which they are very likely to get into if they have a strong preference against sending their children to a religious school. The next closest school, Stamford Green is very oversubscribed, and</p>

although the school is the next closest the families will have a very slim chance of being given a place, resulting in long travel times and a lottery for which school will have places for 'any other children'. I can't stress enough that it doesn't make sense for a school with less than 5 places on average for children of non-faith to be considered a closest school for the tens or hundreds of families which this change will affect. Also in any given year there may not be any places available at the closest school as children of faith are given preference in 11 different categories. The policy to make schools considered as a closest school if they have had admissions from 'any other children' for three consecutive years doesn't make sense to me, I can't see how this policy is helpful to parents or students, it creates a lot of uncertainty around the school admissions process, and doesn't make it any easier for pupils of non-faith who do want to go to the school able to get in as the admission numbers are so low.

22. Including faith schools with such a strong religious element, as the Catholic primary schools in question are, in the nearest school policy is unfair on families that either are not of that religion or are atheist. A number of Catholic faith schools include strong elements of their religion in all parts of their teaching which would be against an atheist's or other religion's beliefs, and including these schools in calculations of nearest school greatly increases the chance of being forced to go to that school, whilst also greatly diminishing the chances of going to another (non-faith) school that is no longer one's nearest school, but might be only slightly further away.

Including faith schools with their own faith-based admission criteria within nearest school categorisation is deeply unfair as many people would not meet the faith-based admission criteria so would not be offered a place at the school. However, as the faith-based school is considered their nearest school and they can't list any other school as their nearest, they are also far less likely to receive a place at another school as priority is given to nearest school applicants, and they would have to apply to the other school under the next criteria down (Any Other Applicant), for which many popular schools do not offer any places.

Catholicism is not the state religion of this country, so the state should not be forcing people to attend these schools, which it will be in effect by changing these schools to be part of the nearest school policy. This is not a reasonable state policy and would be no different to allowing schools of other non-state religions such as Islamic, Jewish or Hindu schools to be counted as a nearest school. These schools provide a service for those who actively want their children educated within their religion's framework, but that should remain as a personal choice of the parents not a decision driven by a policy.

Bringing in this policy change in 2021 is also too soon as it is unfair on families that have already moved to and bought houses in the area based on the existing admissions policy who may now be forced to send their children to a faith school instead of the school they knew they would be guaranteed a place in under the admission criteria at the time they bought their house.

23. If you specifically want your child to be educated at a faith (Catholic) school, you cannot always find one in close proximity. If parents are willing to travel to ensure their child is educated in their faith I believe they should be allowed. Disallowing this is discriminatory.

24. St Peter's Catholic Primary School is excluded from the list, and therefore this should not apply to any schools.

25. For all the reasons outlined in my, and other parents, collective complaint to the council in October 2019 concerning St. Josephs primary in Epsom. Below is the detailed complaint.

We are concerned about a change in Surrey's primary school admission arrangements for 2020, specifically in the borough of Epsom and Ewell.

The change we would like to object to is the inclusion, for the first time, of St Joseph's Catholic Primary School in Epsom in the 'nearest school' assessment. Because St Joseph's is now considered our 'nearest school', Stamford Green Primary School is not. However St Joseph's is a voluntary aided faith school that does not include 'nearest school' in their admissions criteria, so children in our neighbourhood who are without faith or who do not regularly attend church will now have low priority when applying to all local primary schools in Epsom, which are historically oversubscribed. As our children will be particularly disadvantaged because they are without faith, we see this as indirect religious discrimination. We also feel that Surrey County Council

did not fulfil their requirements to consult publicly on this change to admission arrangements, as none of us knew about it until it was too late to voice our concerns or file an objection with the OSA before the deadline. We have evidenced our arguments below and listed our contact information at the end of this letter.

WE OBJECT TO THIS CHANGE IN 2020 ADMISSION ARRANGEMENTS AS IT WAS UNLAWFUL ON TWO GROUNDS:

1. This change to our 'nearest school' is unfair and therefore does not conform with the requirements of the law relating to it, namely paragraphs 14 and 1.14 of the School Admissions Code ; and
2. This change was not sufficiently consulted on and therefore does not conform with the requirements of the law relating to it, namely paragraphs 15 and 1.42-1.45 of the Code

IN RELATION TO POINT 1:

We believe the inclusion of St Joseph's Primary School in the 'nearest school' assessment for admission arrangements in 2020 is unlawful because it is not fair, amounting to indirect discrimination of non-faith children by the local authority and resulting in low priority for admission to all local primary schools in Epsom.

The Equality Act of 2010 legally protects people from discrimination. It covers non-belief or a lack of religion or belief, stating that one must not be discriminated against because he/she is (or is not) of a particular religion. Indirect discrimination happens when there's a practice, policy or rule which applies to everyone but which puts one at a disadvantage because of his/her religion or belief. Under the Equality Act, the deciding party from Surrey County Council had the Public Sector Equality Duty to consider how this change in admission arrangements would specifically disadvantage non-faith children, who will get pushed into a lower priority criterion at their nearest non-faith school as a direct result. However the Equalities Impact Assessment published on 17 September 2018 does not address the issue of 'nearest school' assessments or how the inclusion of a voluntary aided faith school could impact children without faith.

As a voluntary aided school, St Joseph's Catholic Primary School is legally allowed to use faith-based criteria when prioritising pupils for admittance when they are oversubscribed. The admissions criteria and capacity for St Joseph's has not changed from 2019 to 2020. For families of no faith, applications would be considered under criterion 12 "Any other children". The number of children admitted within Criterion 12 over the past three years was very small, according to the data published in 'Allocation of Reception School Places in the Borough of Epsom and Ewell' (2 pupils in 2017, 6 pupils in 2018 , 4 pupils in 2019). This suggests that St Joseph's will not likely have the capacity in September 2020 to sufficiently accommodate all non-faith children for whom it is now considered their 'nearest school'. The fact that the council now considers St Joseph's our 'nearest school' does not increase our small chances of being admitted from within Criterion 12.

In addition to maintaining low priority at St Joseph's, our children will now have low priority when applying to all other local schools as a direct result of this change. Previously, our official 'nearest school' was Stamford Green Primary School which is historically oversubscribed. According to the data from 2019, our neighbourhood would have been admitted to Stamford Green within Criterion 4 "Nearest School". However now that the council has changed our 'nearest school' to St Joseph's, we will have to apply to Stamford Green within Criterion 5 "Others by Distance". Stamford Green has not admitted any children from this criterion in recent years, so one may assume that our chances of being admitted within that criterion in 2020 are also very small.

This is unfair, as children who live further away from Stamford Green Primary School (but for whom it is their nearest school), would still fall within Criterion 4 and therefore be offered places ahead of our children, who live much closer to Stamford Green Primary School and would have been within the polygonal catchment in previous years. This is consistent with the view of Schools Adjudicator Phil Whiffing, as outlined in point 25 of determination ADA3589 (9 October 2019) when considering a parallel issue, "If part of the current catchment area was removed

from the polygon, then unless the catchment area for another school was increased to include that area, children living there may find that they have low priority for all local schools because they did not now live in any catchment area at all... ”

In this determination, Schools Adjudicator Phil Whiffing also decided that the definition of ‘nearest school’ as defined in Section 12 of the ‘Admission arrangements for Surrey County Council’s community and voluntary controlled schools 2020/21’ is not clear or objective, and therefore does not conform with paragraphs 14 and 1.14 of the Code. The definition states, “Under this criterion all Surrey community and voluntary controlled schools will be considered, as will most academies and foundation, free, trust and voluntary aided schools...For the normal intake to a school in 2020, the nearest school will be defined as the school closest to the home address with a published admission number for children of the appropriate age-range and which has admitted children without regard to faith or boarding in the initial allocation of places in 2016, 2017 and 2018.”

As the definition of ‘nearest school’ is unclear, it is open to interpretation when determining which voluntary aided schools should be considered a ‘nearest school’ (the definition says that MOST voluntary aided schools are included, not ALL of them). It is our interpretation that St Joseph’s does not fall under this definition as it does not offer places to children “without regard to faith”. Although the school has admitted a limited number of children of no faith, they are a voluntary aided school whose entire admissions policy is centred around one’s faith. They prioritise children of faith before non-faith children, which is why we will have to apply within the lowest priority criterion even if it is our official ‘nearest school’. It is not fair to include a voluntary aided school in the ‘nearest school’ assessment for community and voluntary controlled schools which firstly admits children on the basis of faith (without regard to which parish they live in) and then occasionally has space to admit a few local children on the basis of a non-faith criterion afterward. The practices and criteria that Surrey County Council used to decide the allocation of school places are not fair, clear or objective, and therefore are not lawful.

IN RELATION TO POINT 2:

We have been informed by the Office of the Schools Adjudicator that Surrey’s 2020 primary school admission arrangements were determined (agreed) by Full Council on 5 February 2019 and that the deadline to object to the OSA for 2020 arrangements was 15 May 2019. However we did not become aware of this change until September 2019, when a concerned local parent started digging deep into admission documents online to realise that Stamford Green Primary School was no longer considered our ‘nearest school’. At no point has this change in admission arrangements been communicated to the local community and the council only provided general information about the school admissions process to parents via leaflets at local nurseries in September 2019. Correspondence with one of our local councillors, Bernie Muir, also suggests that this change and its implications were not known to the councillors representing the ward it impacts. Therefore we do not believe Surrey County Council has met the legal requirements to publicly consult on this significant change in admission arrangements, as outlined at points 15 and 1.42-1.45 of the School Admissions Code.

The Code states that, “When changes are proposed to admission arrangements, all admission authorities must consult on their admission arrangements (including any supplementary information form) that will apply for admission applications the following school year...Admission authorities must consult with: a) parents of children between the ages of two and eighteen; b) other persons in the relevant area who in the opinion of the admission authority have an interest in the proposed admissions; c) all other admission authorities within the relevant area”....“Failure to consult effectively may be grounds for subsequent complaints and appeals”.

We have asked the admissions team from Surrey council several questions relating to how they consulted on this change in admissions arrangements, how the impact of this change was assessed and how it was communicated to the local residents it would affect. We were told that Surrey council does not undertake impact assessments when including a voluntary aided faith school in the ‘nearest school’ assessment for the first time, but that they consulted according to

the requirements of the Code. However no one from the council has specified exactly how they consulted or with whom.

The Equalities Impact Assessment states, “Schools which have changes being proposed have been consulted on the changes.” However we spoke with a member of the admissions team at St Joseph’s (we are able to provide a name, if needed) who was not aware that the school was no longer excluded in the ‘nearest school’ assessment. St Joseph’s should have been consulted because this is likely to impact the number of students who apply for 2020 intake and the reason they apply. Non-religious parents may put St Joseph’s as a preference in their upcoming primary school applications because they feel it is the only nearby school they have a chance of getting admitted to (though chances are small within criterion 12, chances are even smaller within criterion 5 at Stamford Green) and not because they prefer the Catholic approach to education. Within criterion 12, St Joseph’s may now admit non-faith students because its proximity is convenient for them, whose parents do not wish for their children to be involved in prayers, worship or other RE aspects of the curriculum. When we questioned the council why they did not consult with St Joseph’s Primary Catholic School before including it as a ‘nearest school’, they told us that because it’s a voluntary aided school it has its own governing body in relation to admissions. This substantiates our claim that it should not be included in the assessment of ‘nearest school’ for community and voluntary controlled schools.

Surrey County Council did not only fail to consult properly with the school that this change will affect, they also failed to consult properly with the public. The Equalities Impact Assessment states, “The consultation is the opportunity to engage with parents and the wider school community. As part of the consultation process the proposed admission arrangements and coordinated schemes will be widely publicised both on the County Council website and in schools and nurseries.” As parents living in the neighbourhood which this change directly affects, we were not informed of the proposed changes or of the consultation which occurred in 2018. We are first-time parents, which is why we have low priority for admissions (otherwise we would be applying within the sibling criterion at Stamford Green and thus have higher priority). As first-time parents we did not know that we should have been looking at the Surrey County Council’s website two years before our children were due to begin attending primary school. Nor did we know that changes like this occurred at all. Nothing was advertised to us at our local nurseries, children’s centres, playgroups, or library and none of our neighbours knew about it. Without knowledge of the consultation, we had no chance to voice our concerns or file an objection with the OSA before the deadline. As the council did not sufficiently advertise public consultations on the proposed changes, this change itself was not sufficiently consulted on and therefore does not conform within the requirements of the law.

In addition to these two main points of challenge, we stress that the current admissions arrangements are not clear. It has taken a considerable amount of time and energy to find, link together and interpret various documents, annexes to the documents and maps (which are on different pages of Surrey council’s website). We also needed to ask several questions from the council staff and the OSA before we could understand the 2020 admissions arrangements, notice this change in St Joseph’s ‘nearest school’ status and appreciate how we will be disadvantaged as families of no faith during the admissions process.

CONCLUSION

We have recently seen the proposed admission arrangements for 2021, and the definition of ‘nearest school’ has not changed. In fact, Surrey County Council has proposed to remove 6 more Catholic primary schools from the list of schools that are excluded when assessing a child’s ‘nearest school’. The council has done another Equalities Impact Assessment for these proposed changes to the admission arrangements but they have failed again to consider the impact this will have on children without faith. We therefore ask that the Chief Schools Adjudicator for England uses their power under S881 of the School Standards and Framework Act 1998 to consider whether changing our ‘nearest school’ to St Joseph’s Catholic Primary School conforms with the requirements of the law, and whether the definition of ‘nearest school’ within the admission arrangements is fair and objective.

We collectively submit this letter as a concerned group of parents and residents of the Stamford Ward of Epsom and Ewell, whose children are due to start primary school in September 2020. We have copied in Bernie Muir (the Conservative County Councillor for Epsom West and Borough Councillor for Stamford Ward) and Chris Grayling (MP for Epsom and Ewell).

26. By removing the ten schools from the list, I believe that you will distort the perception of local people who may then believe that as our school is their closest and that they have a good chance of gaining a place. The availability of spaces in our school to children who are not Catholic is minimal each year. Some of those in the historical data are in fact siblings of previous non Catholic entrants. Unusually, I have seen many people of school tours this year who have been impacted upon by SCC proposals, already believing that they will get a place here because it is their closest school. If they make their application basis they stand a fair chance of not gaining a place in another local school. So on the basis that it distorts the messages for local people, I consider that the proposal should not go ahead for St Joseph's Epsom.

27. I'm not sure why you would remove schools when deciding which schools are closest to a family home, surely they should all be included. What is the reason for exclusion?

28. 2. By way of background, the National Secular Society first became involved in this case in October 2019 while providing casework support to a group of ten families (though there were likely to be others) affected by changes to Surrey Council's admissions policies then proposed for the September 2020 entry.

3. The families wished to have a fair chance of being successful in their applications to Stamford Green (a community-ethos primary school) for September 2020 entry. Given oversubscription in the area (17 local primary schools are oversubscribed), their research showed that their best (if not only realistic) chance is if they are considered under criterion 4 (nearest school). This was put in doubt by the council decision to remove St Joseph's Catholic Primary School - Epsom & Ewell from the list of schools that would be excluded when assessing each child's nearest school.

4. The council subsequently took the decision to delay the removal of St Joseph's Catholic Primary School - Epsom & Ewell until the September 2021 entry, in order to properly consult and to comply with the school adjudicators ruling (case reference ADA3589) that this decision rendered the admissions policy unclear. Copies of our correspondence with the council on this matter are available on request.

5. Two of the families who would have been affected by these changes had they taken place in September 2020 have provided the following statements. They are straight the impact the changes in 2021 are likely to have on local families.

6. Resident A: "The decision to change St Joseph's to be classified as a nearest school would have impacted our family in multiple ways. Our nearest school in previous years was Stamford Green. Our location makes it such that if Stamford Green was not a realistic option (which would likely be the case if we no longer fell into their nearest school criterion), we would have been hugely disadvantaged since there is no obvious alternative for us and we are a non-faith family. St Joseph's admission figures for the last few years suggest that we would have a very small chance of getting in as a non-religious family, which was confirmed during a school tour whereby the headmistress mentioned anecdotally that she was surprised that there had been non-faith children admitted recently. Also noticeable on the tour was the Catholicism strand which felt very much embedded throughout. If the school is to be classified as a nearest school, the admissions criteria should be revisited and changed to reflect the religious makeup (including non-religious families) of the likely catchment area."

7. Resident B: "The proposal to include St Joseph's Catholic Primary School in the 'nearest school' assessment will have significant implications for families in our neighbourhood with children due to start school in 2021. If St Joseph's is considered a family's 'nearest school' the closest non-faith school, Stamford Green Primary School, will not be. St Joseph's is a voluntary aided faith school, their admission criteria heavily prioritise those of faith and does not include 'nearest school' in their admissions criteria (applications for children of no faith would be considered under criterion 12, the lowest). These families' applications to Stamford Green

school would be considered under criterion 5 'any other children' (a lower criteria than previously), no children have been admitted under this criterion in recent years. The change will negatively affect the chances of children in our neighbourhood getting into the nearest non-religious school significantly; however, it does not improve the chances of them getting into the nearest religious school (only 4 non-faith pupils were admitted to St Joseph's in 2019). As all primary schools in Epsom are oversubscribed this will potentially have the effect of putting our neighbourhood in a no man's land for school catchments, with children being offered places at undersubscribed schools a significant distance away. This will have a major impact on families and the local community. In addition, some non-Catholic families will be very uncomfortable with the idea of their children attending a Catholic school (where, for example, attendance at Mass is part of weekly life) and therefore St Joseph's is not a school they consider to be a reasonable option. I am aware of at least 10 families who would have been negatively affected by this change if it had been brought in for 2020 admissions (although there are likely to be more), so presumably there will be a similar significant number affected if this change takes effect for 2021 admissions."

8. Surrey Council follows the common practice of maintaining a list of excluded schools which due to their status are not considered when determining the nearest school for the purposes of admissions criteria. In the past, most voluntary aided schools have been included. The purpose of such exclusion lists is to ensure that parents are not disadvantaged in applying for their local suitable school by the presence of schools including faith schools which would not be suitable. The removal of eight voluntary aided faith schools from this list runs directly counter to this purpose. The council's justification for this has been that in the last few years very small numbers of pupils (in some years a single pupil) have been admitted under non-faith criteria. No evidence has been provided that the schools are in any way more inclusive in terms of their ethos or admissions.

9. Parents for whom the faith schools may be geographically closest, will be disadvantaged in their application to community ethos schools. Analysis of the council's own admissions data shows that families who do not share the faith of these schools are extremely unlikely to get places even if they were to list them as a preference. In any case these schools will be unsuitable or at least undesirable for those families not seeking a distinctively Catholic faith-based education.

10. There is a small risk that if designated as a local school, families wishing to apply for places at local community ethos schools may be assigned one of the faith schools against their wishes. For example, in September 2019 in England 20,644 pupils were assigned faith school places despite non-faith preference, including more than 4,300 assigned schools outside of any of their ranked choices. Being forced into a faith school against parental wishes undermines families' Article 8, Article 9 and Protocol 2 Article 1 rights.

11. We note that the council's accompanying equalities impact assessment for this consultation incorrectly states that there is "No evidence of any negative impact", despite the clear potential for these changes to disadvantage families who do not share the religion of the voluntary aided faith schools removed from the exclusion list. Such a failure to properly assess the impact on groups with protected characteristics casts serious questions over the integrity and thoroughness of the consultation process. This is particularly inexcusable as the consultation was updated to take account of the school adjudicator's ruling and following correspondence with multiple families detailing how they would be negatively impacted by the proposed changes, and that the negative impacts were directly related to their debt characteristics of religion and belief.

12. Families who do not share the faith of the voluntary aided school are (a) unlikely in areas such as Surrey given current over subscription data to gain a place at such a school and are (b) unlikely to see schools with a rigorous religious ethos which runs counter to their own as suitable, many will assume that such schools continue to be excluded from the assessment of their nearest school.

13. In the school adjudicator's decision regarding (case reference ADA3589) Stamford Green Primary School and others, it was found that "the definition of nearest school in the arrangements is not clear or objective". This was because of the then decision to remove St

<p>Joseph's Catholic Primary School - Epsom & Ewell from the exclusion list for September 2020. The decision to delay this removal till September 2021 (along with the intention to remove other similar faith schools from the exclusion list) does not address the question of whether admissions policies to VC and community schools which will be affected are "clear or objective". It therefore does not address the adjudicator's concerns and will leave the council' September 2021 admissions vulnerable to similar legal challenge.</p>
<p>29. I believe that schools nearest to any child should not exclude them</p>
<p>30. Unless you remove all of the voluntary aided schools.</p>
<p>31. This proposal effectively discriminates against specific faith schools on the basis of data relating to a period of three years which may well change. The current arrangements should remain in place as they have reflected the priorities of faith schools in a fair fashion over varying positions of pupil numbers.</p>
<p>32. Children may end up having to travel further than necessary when they could potentially be better placed at one of these schools. I think individuals should be given the choice as to whether or not a Catholic school is included in the assessment for that individual. A tick-box saying "do / don't" included these schools (/Catholic schools) when assessing my child's nearest school would suffice.</p>
<p>33. This change would be unfair and therefore does not conform with the requirements of the law relating to it, namely paragraphs 14 and 1.14 of the School Admissions Code. It is unfair because it amounts to indirect religious discrimination and may leave some children without priority at any local school.</p> <p>For example, St Joseph's Catholic Primary School in Epsom (the school which would affect my community) is a voluntary aided faith school that does not include 'nearest school' in their admissions criteria, so children in our neighbourhood who are without faith or who do not regularly attend church would then have low priority when applying to all local primary schools in Epsom, which are historically oversubscribed. As these children would be particularly disadvantaged because they are without faith, this is indirect religious discrimination.</p> <p>The Equality Act of 2010 legally protects people from discrimination. It covers non-belief or a lack of religion or belief, stating that one must not be discriminated against because he/she is (or is not) of a particular religion. Indirect discrimination happens when there's a practice, policy or rule which applies to everyone but which puts one at a disadvantage because of his/her religion or belief. Under the Equality Act, the deciding party from Surrey County Council has the Public Sector Equality Duty to consider how this change in admission arrangements would specifically disadvantage non-faith children, who will get pushed into a lower priority criterion at their nearest non-faith school as a direct result. However the recent Equalities Impact Assessment does not address the issue of 'nearest school' assessments or how the inclusion of a voluntary aided faith school could impact children without faith.</p> <p>As a voluntary aided school, St Joseph's Catholic Primary School is legally allowed to use faith-based criteria when prioritising pupils for admittance when they are oversubscribed. The admissions criteria and capacity for St Joseph's has not changed. For families of no faith, applications would be considered under criterion 12 "Any other children". The number of children admitted within Criterion 12 over the past three years was very small, according to the data published in 'Allocation of Reception School Places in the Borough of Epsom and Ewell' (2 pupils in 2017 , 6 pupils in 2018 , 4 pupils in 2019). This suggests that St Joseph's will not likely have the capacity to sufficiently accommodate all non-faith children for whom it would then be considered their 'nearest school'. The fact that the council would consider St Joseph's a pupil's 'nearest school' would not increase their small chances of being admitted from within Criterion 12.</p> <p>In addition to maintaining low priority at St Joseph's, these children would then have low priority when applying to all other local schools as a direct result of this change. Previously, the official 'nearest school' for our neighbourhood was Stamford Green Primary School which is historically oversubscribed. According to the data from 2019, our neighbourhood would have been admitted to Stamford Green within Criterion 4 "Nearest School". However if the council changes our</p>

'nearest school' to St Joseph's, we would have to apply to Stamford Green within Criterion 5 "Others by Distance". Stamford Green has not admitted any children from this criterion in recent years, so one may assume that chances of being admitted within that criterion in the future are also very small.

This is unfair, as children who live further away from Stamford Green Primary School (but for whom it is their nearest school), would still fall within Criterion 4 and therefore be offered places ahead of these children, who live much closer to Stamford Green Primary School and would have been within the polygonal catchment in previous years. This is consistent with the view of Schools Adjudicator Phil Whiffing, as outlined in point 25 of determination ADA3589 (9 October 2019) when considering a parallel issue, "If part of the current catchment area was removed from the polygon, then unless the catchment area for another school was increased to include that area, children living there may find that they have low priority for all local schools because they did not now live in any catchment area at all... "

In this determination, Schools Adjudicator Phil Whiffing also decided that the definition of 'nearest school' as defined in Section 12 of the 'Admission arrangements for Surrey County Council's community and voluntary controlled schools 2020/21' is not clear or objective, and therefore does not conform with paragraphs 14 and 1.14 of the Code. The definition states, "Under this criterion all Surrey community and voluntary controlled schools will be considered, as will most academies and foundation, free, trust and voluntary aided schools...For the normal intake to a school in 2020, the nearest school will be defined as the school closest to the home address with a published admission number for children of the appropriate age-range and which has admitted children without regard to faith or boarding in the initial allocation of places in 2016, 2017 and 2018."

As the definition of 'nearest school' is unclear, it is open to interpretation when determining which voluntary aided schools should be considered a 'nearest school' (the definition says that MOST voluntary aided schools are included, not ALL of them). It is my interpretation that St Joseph's does not fall under this definition as it does not offer places to children "without regard to faith". Although the school has admitted a limited number of children of no faith, they are a voluntary aided school whose entire admissions policy is centred around one's faith. They prioritise children of faith before non-faith children, which is why children in our neighbourhood would have to apply within the lowest priority criterion even if it is their official 'nearest school'. It is not fair to include a voluntary aided school in the 'nearest school' assessment for community and voluntary controlled schools which firstly admits children on the basis of faith (without regard to which parish they live in) and then occasionally has space to admit a few local children on the basis of a non-faith criterion afterward. The act of removing these Catholic primary schools from the list of schools that are excluded when assessing a child's nearest school is not fair, clear or objective, and therefore not lawful.

34. Wavell still gives priority to children within their catchment area. Surrey schools give priority to children who chose their closest school. Wavell is our closest school but we are highly unlikely to get in as we are outside catchment and the school is oversubscribed. Our next closest school is Ash Manor, which currently we get priority at as Wavell is excluded. If Wavell is no longer excluded then we stand no chance of getting in to Wavell but drop right down the priority at Ash Manor, so could very well not get a place there either.

35. If I have read the question correctly this would now mean that the schools listed above would be counted in to parents 'nearest' schools. As a non-Catholic member of society I would not want my children going to a Catholic School and I do not believe in the Catholic way for our family. I have no issues with others and their beliefs but I want them to go to a school of all faith equally. I do not feel the curriculum is right for my children and I feel it is important that parents have a right to choose when it comes to religion. I agree that all faiths should be taught to support open mindedness and equality in society.

36. School places are at a premium in our area and so to remove a school close to us (St Josephs) will impact on availability of places for local children and our two neighbouring schools (Stamford green and Southfield park)

37. I would like my third child to attend Charters in 2020 as I already have 2 children there. It is my closest school.
38. St Cuthbert Mayne is the only Catholic school in the vicinity of Cranleigh. The other schools are C of E. I feel it's important for those with religious needs to be catered for by a school which can meet those. However, there are more school spaces needed locally, especially at Year 3 entry so distance may need to be a consideration but after religious needs.
39. Surrey's proposal to include Wavell in their assessment of linked school could be disadvantageous to some of your children. If all Surrey children for whom Wavell is the nearest school applied, inevitably some would be refused and have no priority for any school. We are also concerned that it will be give Surrey families a false impression that they have priority for Wavell when this is not the case
40. Removing church schools from the list will affect those living in the area whose parents do not want to send their children to faith schools. The school of concern to me is St Joseph's in Epsom. From my understanding intake at St Joseph's will not increase leaving the non-faith children the most effected. Intake at St Joseph's is only 60 and from my understand in the school intake year 2018/19 they only took 2 non-faith children and this hardly amount to a significant proportion of their intake to change the policy. If this change goes ahead it will move children down the criteria list at Stamford Green meaning children living further away from Stamford Green will have a higher priority that those living on the roads listed above. This then in turn would result in them being placed in schools further away.
41. I, and my family, are not religious. It is clear that St Joseph's, and probably the other Catholic schools on the list, are very religious schools - from their homepage and from their mission statement it states: <ul style="list-style-type: none"> - We place prayer and worship at the centre of everything we do. - We value equality of relationships and seek to recognise God in each other. - We are a Catholic community of learners striving for excellence in all our efforts. It also states: <ul style="list-style-type: none"> - We place religious education, prayer and worship at the centre of our community. Our Catholic faith underpins our daily work and what we teach the children is central to our decision-making. There are daily prayers and weekly liturgy, and mass on 'Holy Days of obligation'. The admission criteria for the school are heavily skewed towards practising Catholics, stating 'The school was set up primarily to serve the Catholic community in the parish of Epsom'. There are 12 admission criteria, as a non-religious family our children would be in the final category, 'Any other children'. In previous years I believe no more than a small handful of children have been admitted under this category - 4 in 2019, 6 in 2018, 2 in 2017, 4 in 2016. Therefore, for St Joseph's to count as our nearest school it would mean that the nearby (in our case, only 3 meters further away) non-religious Stamford Green Primary would not count as our nearest school. This would grossly and unfairly affect us and any similarly non-religious family in this area, giving us the choices of either: <ul style="list-style-type: none"> - trying to get a place at St Joseph's, which would be unlikely due to the small chance of getting a place under category 12 of the admission arrangements, but more importantly the whole ethos of the school being inappropriate for a non-religious family, or - being forced to take a place at whichever school was not so oversubscribed as to only offer places to those for whom it counts as a nearest school, which would probably be some distance away and less likely to be a highly performing school, as the high performing schools are usually over-subscribed and only offer places to those for whom it is their nearest school. It is my view that no school with where the admission criteria prioritise children on the basis of religion should count as a 'nearest school' - I would not want my child educated at a school that places religion at the very core of its ethos, and where the majority of other children practise that religion, whatever that religion may be, and I strongly believe that deciding that my child should not be educated at a religious school should not have a negative impact on my school choices, as it would do if St Joseph's were to count as our nearest school.

42. Firstly, I think this is very badly worded and does not clearly explain the impact on parents and schools. This requires a lot of investigation to truly understand. Secondly, I believe a voluntary aided school should not be included as they could have very restrictive criteria based on religion that could leave families with no available 'nearest school'.
43. Why reduce the accessibility of schools when there is a shortage.
44. I think this may confuse people living close to the school who will then believe that they have a chance of attending the school. There are very few places that are given each year to non-Catholics and some of those are siblings of existing non catholic entrants. I think it would give rise to more frustration and not lessen it as people may put it as first choice and not get it and the lose out on a more appropriate school. On the basis that it will create confusion and potentially frustration for local residents I would not recommend that St Joseph's Epsom should be put on the list.
45. All schools should have the same admissions criteria.
46. I am non-religious and I do not think it is appropriate to include schools whose whole identity and ethos is overtly religious in the assessment of nearest school. This disadvantages non-religious parents who wish their children to attend a non-religious school as this moves them further down the admissions criteria for those schools. It is also not appropriate to include religious schools in the assessment of nearest school if their admissions criteria prioritise religious applicants from further afield.
47. I object to the inclusion of St Joseph's Catholic Primary School in Epsom in the 'nearest school' assessment. This will adversely affect non-faith families for whom St Joseph's would be classed as their nearest school, as any application they make for a place at a non-faith school (eg. Stamford Green Primary School) would therefore be considered under a lower priority criteria (as it wouldn't be their 'nearest school', which is taken account of in the admission criteria). However St Joseph's is a voluntary aided faith school that does not include 'nearest school' in their admissions criteria, so children in our neighbourhood who are without faith or who do not regularly attend church would have low priority when applying to all local primary schools in Epsom, which are historically oversubscribed. Children will be particularly disadvantaged because they are without faith, therefore I see this as indirect religious discrimination. The proposed inclusion of St Joseph's Primary School in the 'nearest school' assessment for admission arrangements in 2021 is unlawful because it is not fair, amounting to indirect discrimination of non-faith children by the local authority and resulting in low priority for admission to all local primary schools in Epsom. This proposed change to does not conform with the requirements of the law relating to it, namely paragraphs 14 and 1.14 of the School Admissions Code. This reason may also apply to the proposal to remove the nine other schools from the 'excluded' list.
48. I would not want my child to go to a Church school even if it was my nearest school.
49. You mention that "Historically The Wavell did not allocate to children outside their catchment but this appears to have changed" but I am not sure on what this statement is based? Our inflow data from 2018-19 shows that only 3 Surrey children 'got in', which was lower than the year before. In the main admission round for entry to Year 7 in September 2019, only two Surrey children were offered places at Wavell. Six were refused places based on distance. The forecasts for The Wavell School, which has a PAN of 200, show that there is likely to be more pressure from Hampshire children in their feeder schools. The catchment numbers do show some potential for some Surrey children to be accommodated, but not in huge numbers. Even if some were to gain places, the inclusion of Wavell in the assessment of nearest school still feels wrong to us. If all were to apply for whom Wavell is the nearest school, those refused would have no priority for any school which seems unfair. We are also concerned that it will be confusing for parents who might be under the impression that they have priority for a place at The Wavell School when this is not the case.



Addressing Inequalities

Equalities Impact Assessment

Surrey County Council Equality Impact Assessment Template

Stage one – initial screening

What is being assessed?	Admissions policy 2021
Service	Admissions and Transport
Name of assessor/s	Claire Potier
Head of service	Jane Winterbone
Date	11 September 2019
Is this a new or existing function or policy?	Existing policy under review

Write a brief description of your service, policy or function. It is important to focus on the service or policy the project aims to review or improve.

The policies being considered under this EIA set out the processes and criteria for admitting children to community and voluntary controlled schools and how Surrey County Council will coordinate admission applications and outcomes within the County Council and across County borders. In accordance with the School Admissions Code, these policies include processes and criteria that are fair, objective and transparent.

Indicate for each equality group whether there may be a positive impact, negative impact, or no impact.

Equality Group	Positive	Negative	No impact	Reason
Age	X			<ul style="list-style-type: none"> • Parents of 4 year olds can decide for their child to defer entry or start Reception full / part-time • Requests from the parents of summer born children for their child to be admitted to

				<p>Reception in the year after they turn five will be considered on a case by case basis</p> <ul style="list-style-type: none"> Older applicants will be prioritised for admission to a three year old nursery place as they will have less time to spend in nursery
Gender Reassignment			X	
Disability	X			<p>Provision is made for SEN children to be admitted to school</p> <p>Provisions made within the policy for priority to be given to medical need</p>
Sex			X	
Religion and belief	X			Provision made within the admissions timetable for faith schools to rank their applicants
Pregnancy and maternity			X	
Race			X	
Sexual orientation			X	
Carers	X			Potential for child carers to claim for social priority for a school place based on need
Other equality issues – please state	X			<p>Children in care and children who have left care through adoption, a child arrangement order or special guardianship order, receive top priority for a school place by law</p> <p>A translation service is on offer for parents who might find language a barrier to understanding the literature and Surrey's Schools and Childcare service acts as a Choice Advice service</p>

				to help parents understand the process Children previously in state care outside of England who have ceased to be in state care as a result of being adopted receive priority under the second criterion for social/medical need.
HR and workforce issues	X			Introduction of priority for children of staff with part time and full time employees being given equal priority.
Human Rights implications if relevant			X	

If you find a negative impact on any equality group you will need to complete stage one and move on to stage two and carry out a full EIA.

A full EIA will also need to be carried out if this is a high profile or major policy that will either effect many people or have a severe effect on some people.

Is a full EIA required?	Yes (go to stage two) X	No
If no briefly summarise reasons why you have reached this conclusion, the evidence for this and the nature of any stakeholder verification of your conclusion.		
Briefly describe any positive impacts identified that have resulted in improved access or services		

For screenings only:

Review date	
Person responsible for review	
Head of Service signed off	
Date completed	

- Signed off electronic version to be kept in your team for review

- Electronic copy to be forwarded to Equality and Diversity Manager for publishing

Stage 2 – Full Equality Impact Assessment - please refer to [equality impact assessment](#) guidance available on Snet

Introduction and background

Using the information from your screening please describe your service or function. This should include:

- **The aims and scope of the EIA**
- **The main beneficiaries or users**
- **The main equality, accessibility, social exclusion issues and barriers, and the equality groups they relate to (not all assessments will encounter issues relating to every strand)**

The policies being considered under this EIA set out the processes and criteria for admitting children to community and voluntary controlled schools and how Surrey County Council will coordinate admission applications and outcomes within the County Council and across County borders. These are statutory policies required by legislation and in accordance with the School Admissions Code, these policies include processes and criteria that are fair, objective and transparent and that comply with equalities legislation and the Human Rights Act.

The main users of the policies will be parents applying for Surrey schools, schools and neighbouring local authorities.

The admission policy allows for SEND children to be admitted ahead of other applicants. SEND admissions fall outside the scope of admissions legislation.

The admission criteria make provision for looked after children and children who have left care through adoption, a child arrangement order or special guardianship order, as a top priority for admission. The second criterion for admission allows for children who have a social or medical need for a place at a particular school to be given priority, this might include a child who has a disability or a child who has caring responsibilities for a parent. It also includes children previously in state care outside of England who have ceased to be in state care as a result of being adopted.

Most children start school in the year after they turn 4 years old but all children must be in school in the term after they turn 5 years old. By law the admission arrangements for entry to Reception allow for a parent of a 4 year old to defer their entry until later in the school year or arrange for them to start school part time. In addition, parents of summer born children may ask for their child's entry to reception to be deferred for a year and these cases are considered on an individual basis according to the circumstances. However, by law, these applicants would have to reapply for a place in the following year.

The arrangements for admission to a three year old nursery place allow

nurseries to give a higher priority to older children who might have less time to spend in nursery. The proposed admission arrangements for a two year old nursery place provide for a fair allocation of places to children who are entitled to the extended nursery provision.

The policies and application procedure are widely publicised on Surrey County Council's website, in print and through publicity posters throughout the County and the closing dates are broadcast on local radio. Details are also sent to County Councillors to ensure they can support their constituents and share with local groups as appropriate.

Parents are encouraged to apply online and leaflets are sent out widely setting out how parents can apply and how they might obtain a paper copy of the application form. Schools act as a support and advisory point for parents and primary schools are asked to target parents of children in their nursery to make sure they apply for a Reception place. Primary schools are also asked to check the applications made to ensure that all children who are approaching Year 7 transition have made an application. Online application numbers are high at over 98%, which demonstrates that most parents have the access and ability to apply online. However paper forms are readily available for parents who do not have the access or ability to apply online to ensure that these parents have equal access to school places. There is no evidence that would indicate that these families are not currently accessing the service.

The County Council also employs a dedicated translation service for all written material and the Contact Centre is used to support parents who might have difficulty in understanding and applying the policy.

Now describe how this fits into 'the bigger picture' including other council or local plans and priorities.

Surrey County Council acts as admission authority for community and voluntary controlled schools, whilst the governing body of each school acts as the admission authority for academies and foundation, trust and voluntary aided schools. The admission arrangements for all schools must be determined by 28 February each year and the arrangements and processes to determine which children will be admitted must be lawful and comply with the School Admissions Code.

Under the Coordination regulations each local authority must coordinate applications for children living in their area and must publish schemes setting out how it will do this.

The over-arching aspect of admission arrangements and coordinated schemes is that they must be fair and objective, give every parent the opportunity to apply for schools that they want for their child, provide parents with clear information and provide support to parents who find it hardest to understand the system.

Evidence gathering and fact-finding

What evidence is available to support your views above? Please include a summary of the available evidence including identifying where there are gaps to be included in the action plan. Remember to consider accessibility alongside the equality groups

Nearly 98% of parents applied online in 2019 and paper forms were readily available to parents who could not or chose not to apply online

As part of the normal intake to schools in 2019, 44 places were offered at community and voluntary controlled schools to children in care or children who had left care through adoption, a child arrangements order or a special guardianship order.

As part of the normal intake to schools in 2019, 4 places were offered at community and voluntary controlled schools on exceptional grounds (social/medical need).

Sources of evidence may include:

- Service monitoring reports including equality monitoring data
- User feedback
- Population data – census, Mosaic
- Complaints data
- Published research, local or national.
- Feedback from consultations and focus groups
- Feedback from individuals or organisations representing the interests of key target groups
- Evidence from partner organisations, other council departments, district or borough councils and other local authorities

How have stakeholders been involved in this assessment? Who are they, and what is their view?

Schools which have changes being proposed have been consulted on the changes. All community and voluntary controlled schools have been sent confirmation of the published admission number that is to be proposed and have been offered the opportunity to query it if they felt it was incorrect or if they had anticipated a change.

The consultation is the opportunity to engage with parents and the wider school community. As part of the consultation process the proposed admission arrangements and coordinated schemes will be widely publicised both on the County Council website and in schools and nurseries. All forms of responses will be accepted including the standard response form, online responses and any other relevant correspondence.

A total of 165 responses were received to the consultation. Of these only 22 (13%) completed the equality monitoring form. Of those completing a monitoring form the following data applies:

Age

82% (18) of respondents were aged 18 – 49
 14% (3) of respondents were aged 50 – 64
 4% (1) of respondents preferred not to answer

Race

77% (17) of respondents described themselves as White - British
 9% (2) of respondents described themselves as White – any other
 4.5% (1) of respondents described themselves as White - Irish
 4.5% (1) of respondents described themselves as Asian or Asian British
 4.5% (1) of respondents preferred not to answer

Disability

95.5% (21) of respondents indicated that they did not have a disability
 4.5% (1) of respondents indicated that they had a disability

Gender

82% (18) of respondents were female
 18% (4) of respondents were male

Religious or Faith group affiliation

50% (11) of respondents indicated that they were of Christian faith (including Protestant, Roman Catholic, Methodist and Evangelical)
 41% (9) of respondents indicated that they had no faith based affiliation
 9% (2) of respondents preferred not to answer

Sexual Orientation

73% (16) of respondents stated that they were heterosexual
 27% (6) of respondents preferred not to answer

Marital status

82% (18) of respondents stated that they were married
 9% (2) of respondents preferred not to answer
 4.5% (1) of respondents stated that they were living with a partner
 4.5% (1) of respondents stated that they were separated but still legally married

Analysis and assessment

Given the available information, what is the actual or likely impact on minority, disadvantaged, vulnerable and socially excluded groups? Is this impact positive or negative or a mixture of both? (Refer to the EIA guidance for full list of issues to consider when making your analysis)

Based on the assessment of the policies and the evidence, these policies will have an overall positive equality impact.

What can be done to reduce the effects of any negative impacts? Where negative impact cannot be completely diminished, can this be justified, and is it lawful?

No evidence of any negative impact.

Where there are positive impacts, what changes have been or will be made, who are the beneficiaries and how have they benefited?

It is proposed to give priority to children of staff whereby staff employees who work full and part time will be treated equally.

Recommendations

Please summarise the main recommendations arising from the assessment. If it is impossible to diminish negative impacts to an acceptable or even lawful level the recommendation should be that the proposal or the relevant part of it should not proceed.

That the recommendations set out in the accompanying report are approved.

Action Plan – actions needed to implement the EIA recommendations

Issue	Action	Expected outcome	Who	Deadline for action

- Actions should have SMART Targets
- Actions should be reported to the Directorate Equality Group (DEG) and incorporated into the Equality and Diversity Action Plan, Service Plans and/or personal objectives of key staff.

Date taken to Directorate Equality Group for challenge and feedback	
Review date	
Person responsible for review	Claire Potier
Head of Service signed off	Jane Winterbone
Date completed	11 September 2019
Date forwarded to EIA coordinator for publishing	

- **Signed off electronic version to be kept in your team for review**

- **Electronic copy to be forwarded to your service EIA coordinator to forward for publishing on the external website**

EIA publishing checklist

- Plain English – will your EIA make sense to the public?
- Acronyms – check that you have explained any specialist names or terminology
- Evidence – will your evidence stand up to scrutiny; can you justify your conclusions?
- Stakeholders and verification – have you included a range of views and perspectives to back up your analysis?
- Gaps and information – have you identified any gaps in services or information that need to be addressed in the action plan?
- Legal framework – have you identified any potential discrimination and included actions to address it?
- Success stories – have you included any positive impacts that have resulted in change for the better?
- Action plan – is your action plan SMART? Have you informed the relevant people to ensure the action plan is carried out?
- Review – have you included a review date and a named person to carry it out?
- Challenge – has your EIA been taken to your DEG for challenge
- Signing off – has your Head of Service signed off your EIA?
- Basics – have you signed and dated your EIA and named it for publishing?

SURREY COUNTY COUNCIL

CABINET

DATE: 28 JANUARY 2020



**REPORT OF: MR MEL FEW, CABINET MEMBER FOR FINANCE AND
LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR OF RESOURCES**

LEAD OFFICER: EXECUTIVE DIRECTOR RESOURCES (S151 OFFICER)

SUBJECT: 2019/20 MONTH 8 (NOVEMBER) FINANCIAL REPORT

SUMMARY OF ISSUE:

This report provides the detail of the County Council's 2019/20 financial position as at 30 November 2019 (M8) for revenue and capital budgets and the expected outlook for the remainder of the financial year. Further details on Service budgets are to be found in **Annex 1**.

Key Messages - Revenue

- To achieve a balanced budget for the year a programme of efficiencies including transformation activities totalling £82m was established. The Council is more than half way through the financial year, with £63m (c75%) of the £82m target on track to be achieved or delivered.
- The latest forecast for the year-end is for a Revenue deficit of £0.4m. This is broadly due to planned efficiencies not being achieved and new pressures emerging, offset by various mitigating actions.
- The Council will continue working to identify alternative actions that will reduce the £0.4m projected deficit forecast.
- The revenue projection is mainly due to underlying overspends of £13.5m:
 - £8.7m unidentified/Black proposals of the £82m efficiency programme;
 - £3.1m in SEN and mainstream schools transport, from a growth in pupil numbers and increased costs; and
 - £1.7m on the Social Care element of school placements.

Of the overspend, c£13m has been offset by:

- £5.3m highway repairs reclassified as capital expenditure, and therefore funded from borrowing or capital receipts;
- £2m additional government grants - Section 31 Business Rates grants and New Homes Bonus;
- £1.5m reduced forecast for the Corporate Redundancy budget;
- £1.4m contingency draw down to support the ETI LED delayed efficiencies;

- £1m reduced contribution to the Self-Insurance Fund following the actuarial review showing there was sufficient funding to reduce the contribution;
 - £0.9m underspend on capital financing costs due to slippage in the 2018/19 capital programme; and
 - £0.8m other CFLC mitigating actions including increased income £0.3m from the Registration Service and £0.5m from reduced supplies & services expenditure.
- Although actual year to date spend at M8 is £31m below the year to date budget (shown in Annex 1), this is due to timing differences in the spending profiles of the Waste service and Special Educational Needs within the Education, Lifelong Learning & Culture service and has been reflected for in the year-end forecast. Information from this year will be used to improve profiling of budgets for next year.
 - The overall financial position is improving but there remains some vulnerability, as some of the improvements are one-off measures. There are also red risks which are being monitored and are not factored into current 'non achievable category' (and therefore forecast). If these materialise there will be an adverse impact on the current forecast. These risks are outlined in paras 4 and 6-10.

Key Messages - Capital

- The Council set a capital budget for 2019/20 of £129.2m in February 2019. Over recent months the budget has been adjusted for an in-year review leading to re-profiling of budgets to future years to reflect the current position on programme delivery, new schemes and re-profiling reviews. As a result, the current 2019/20 capital budget has been revised to £122.1m, with forecast in-year overspend of £0.6m at M8.
- Details are set out in **Table 3**.

RECOMMENDATIONS:

The Cabinet is asked to:

- Note and approve the amended capital budget of £122.1m (para 13) which includes additional works in Epsom Town Centre funded by Epsom & Ewell Borough Council (£1.1m) (para 12); and
- Note the Council's forecast revenue and capital budget positions for the year.

REASON FOR RECOMMENDATIONS

- Note this report is to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions.

Revenue Budget

1. **Table 1** below shows the forecast revenue budget outturn for the year by Service. **Annex 1** (attached) provides more detail of Service forecast outturn.

Table 1 - Summary revenue budget forecast variances as at 30 November 2019

Directorate	Cabinet member(s)	Full year budget £m	Full year forecast £m	Current year forecast variance at Month 8 £m	Change in forecast since last month £m
Children, Families, Learning & Culture (CFLC)	M Lewis / J Iles	243.0	250.0	7.0	(0.4)
Health, Wellbeing & Adult Social Care (HWA)	S Mooney	364.0	364.0	0.0	0.0
Environment, Transport & Infrastructure (ETI)	D Turner-Stewart/ M Furniss/ M Goodman	128.5	125.2	(3.3)	(0.3)
Community Protection Resources (Res)	D Turner-Stewart M Few/ Z Grant-Duff	34.5 71.4	34.3 72.7	(0.2) 1.3	(0.0) (0.1)
Transformation, Partnership & Prosperity (TPP)	T Oliver/ Z Grant-Duff/ C Kemp	14.2	15.1	0.9	0.0
Central Income & Expenditure (CIE)	M Few	(855.5)	(860.9)	(5.4)	0.0
Deficit/ (Surplus)		0.0	0.4	0.4	(0.8)

Note: The net budget and forecast of Public Health is nil and so has not been shown separately; the gross budget and forecast is £35.7m.

Note: All numbers have been rounded which might cause a difference

Children, Families, Learning & Culture (CFLC) Directorate

2. In the CFLC Directorate, the number of pupils requiring SEN transport is expected to rise in a similar pattern to previous years. The Transport Review has identified mitigations to reduce some of these costs and therefore the forecast overspend for SEN Transport is now assessed at £2.4m, there is also an increase in the cost of mainstream and alternative provision transport leading to an overall budget pressure on transport for this year of £3.1m.
3. There have been reductions in the volume of both external residential placements and external fostering, despite this the activity levels are above budget. Focus for the year will be more in County placements.
4. A key area of risk for the Council is in Special Educational Needs and Disabilities (SEND), which is funded through the Dedicated Schools Grant (DSG). The current projected position assumes an overspend on SEND of £29m in 19/20. The number of Non-Maintained Independent (NMI) placements (a significant factor in the cost of SEND) could rise to 1,342 by the end of the financial year based on the current trajectory compared to 1,030 at the beginning of the year and 1,106 which was forecast in the SEND reset business case. In order to limit the overspend to £29m, management actions of £1.9m are required by the end of the financial year. The SEND reset programme is focusing on reducing costs to grant levels over 3 years. A series of

workshops have been held to develop management action plans to deliver efficiencies, which will be monitored and tracked. There however, remains a substantial risk around the forecast and the impact that this could have on 2020/21.

Health, Wellbeing & Adult Social Care (HWA) Directorate

5. In HWA, a balanced outturn is forecast but there are significant risks relating to expenditure on care packages which could impact on the current year and if not addressed will increase the challenge in delivering next year's budget.
6. Spending on care packages to directly meet people's eligible individual assessed needs accounts for over 80% of the service's gross expenditure. Following the introduction of a new model of care, spending on care packages fell considerably between August 2018 and March 2019. However, this trend has not continued during the first eight months of the 2019/20 financial year. In fact, full year care gross expenditure package commitments (the annual spending required for active care packages) have increased by £2.2m for the year to date. As a result, ASC is forecast to underachieve by £3.0m against the care package efficiencies budgeted in 2019/20. This underachievement for care package efficiencies could grow, as £4.6m of care package efficiencies were still forecast in the remainder of the year but rated as red risk.
7. Although spending on care packages is not currently falling in line with the budgeted profile, there is still a fairly high degree of confidence that ASC can achieved a balance budget in 2019/20. This is because a range of measures including staffing underspends, additional income and management of inflationary pressures are available to offset slippage against budgeted care package efficiencies.
8. However, as many of the balancing measures available in 2019/20 are definitely or potentially one-off, and full year care package commitments remain higher than the budget, ASC needs to reduce care package spending in the remainder of this financial year in order to achieve a balanced budget on an ongoing basis. If this does not happen then delivery of the 2020/21 budget will become much more challenging.

2019/20 Efficiency Programme

9. The Council included £82m of efficiency proposals in the annual budget approved by Council in February 2019. At this point in the year c£63m (c75%) of the plan has been achieved or expected to be delivered. The Council considers the remaining c£9m to be unachievable (black proposals) £0.7m of which has been offset by one-off actions or and the remainder through ongoing efficiencies. There continue to be risks around the achievability of remaining efficiencies, which are being managed and monitored.

10. Directorate efficiencies are shown in **Table 2** below.

Table 2 - Efficiency Progress as at 30 November 2019

Directorate	Full Year Target £m	Full Year Forecast £m	Forecast variance £m	Blue Achieved £m	Green £m	Amber £m	Red £m	Black Unidentified Gap £m	Last Month £m
Children, Families, Lifelong Learning & Culture	21.7	18.6	3.0	9.1	7.2	1.6	0.7	3.0	3.1
Health, Wellbeing & Adult Social Care	20.0	20.0	0.0	15.3	0.0	0.1	4.6	0.0	0.0
Public Health	1.0	1.0	0.0	0.9	0.1	0.0	0.0	0.0	0.0
Environment, Transportation & Infrastructure	11.9	8.9	3.0	5.3	1.9	1.7	0.0	3.0	2.9
Community Protection group	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transformation, Partnership & Prosperity	3.4	2.6	0.7	1.3	1.1	0.0	0.1	0.7	0.7
Resources	11.0	9.0	1.9	7.4	0.7	0.5	0.4	1.9	1.6
Central Income & Expenditure	12.6	12.6	0.0	8.5	3.6	0.5	0.0	0.0	0.0
Total	81.6	72.9	8.7	47.9	14.6	4.4	5.9	8.7	8.3

Capital Budget

11. Approval is sought to amend the budget to reflect additional works being undertaken in Epsom alongside the existing Epsom Market Place scheme, expected to cost £1.1m, which will be funded by Epsom & Ewell Borough Council.
12. The M8 budget of £122.1m is an increase of £1.8m from M7. This is as a result of additional schools' expenditure of £0.6m, which will be funded by third party contributions, including the Devolved Formula Grant. There is also an increase to the budget of £1.1m for the LEP Scheme at Epsom Market and Ewell Borough Place.
13. **Table 3** below provides a summary of the forecast outturn for the 2019/20 Capital budget, including the re-profile requests.

Table 3 - Summary capital programme budget forecast as at 30 November 2019

		Year to date Full year budget £m	Year to date actual month 8 £m	Full year forecast outturn at month 8 £m	Full year forecast variance at month 8 £m	Change in forecast since last month £m	Future years' budget £m
Adult Social care	S Mooney	1.9	0.4	2.2	0.3	0.3	7.6
Children Services	M Lewis / J Iles	5.9	5.3	5.9	0.0	0.0	7.1
Environment	M Goodman	1.0	0.6	1.0	0.0	0.0	3.8
Highways & Transport	M Furniss	60.0	36.2	59.4	(0.6)	(0.6)	123.5
Information Technology & Digital	Z Grant-Duff	8.0	4.4	8.3	0.4	0.4	26.0
Property Services	M Few	23.3	16.3	23.9	0.6	0.0	106.6
Schools Basic Need	J Iles	19.5	14.8	19.5	0.0	0.0	64.6
Fire & rescue	D Turner- Stewart	2.4	0.5	2.4	(0.0)	0.0	7.1
Total Capital		122.1	78.4	122.7	0.6	0.0	346.3

Note: All numbers have been rounded - which might cause a casting difference

14. For M8, the forecast variance is a £0.6m overspend. This is unchanged from M7 and is comprised of the following:

- The Linden Farm scheme is complete. Final accounts are currently under negotiation, however, there is an expected overspend of £0.6m due to unforeseen ground conditions and planning delays,
- Additional spend of £0.4m on the device refresh for IT&D Hardware being brought forward and offset with delays to the Agile programme to ensure alignment with Moving Closer to Residents Project, and
- Additional spend of £0.3m on the ASC Adaptations Scheme - which will be met from the revenue budget.

Offset by:

- £0.6m underspend on the LEPS Programme primarily relating to drainage issues on the Wider Staines scheme.

CONSULTATION:

15. Executive Directors and Cabinet members have confirmed the forecast outturns for their revenue and capital budgets.

RISK MANAGEMENT AND IMPLICATIONS:

16. Risk implications are stated throughout the report and each relevant director or head of service has updated their strategic and or service risk registers accordingly. In addition, the Leadership Risk Register continues to reflect the increasing uncertainty of future funding likely to be allocated to the Council and the sustainability of the MTFP. In the light of the increased and significant financial risks faced by the Council, the Leadership Risk Register will be reviewed to increase confidence in Directorate plans to mitigate the risks and issues.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

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

SECTION 151 OFFICER COMMENTARY

18. The Section 151 Officer confirms the financial information presented in this report is consistent with the Council's general accounting ledger and that forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks.

19. The Council has a duty to ensure its expenditure does not exceed resources available. It is drawn to Members' attention that the Council continues to face ongoing uncertainty about future funding, demand pressures and efficiencies. Within this context the Council is required to develop and implement plans to ensure that the forecast deficit of £0.4m is contained within resources.

LEGAL IMPLICATIONS – MONITORING OFFICER

20. The Council is under a duty to set a balanced and sustainable budget. The Local Government Finance Act requires the Council to take steps to ensure that the Council's expenditure (that is expenditure incurred already in year and anticipated to be incurred) does not exceed the resources available whilst continuing to meet its statutory duties.
21. Cabinet should be aware that if the Section 151 Officer, at any time, is not satisfied that appropriate strategies and controls are in place to manage expenditure within the in-year budget they must formally draw this to the attention of the Cabinet and Council and they must take immediate steps to ensure a balanced in-year budget, whilst complying with its statutory and common law duties.

EQUALITIES AND DIVERSITY

22. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary. In implementing individual management actions, the Council must comply with the Public Sector Equality Duty in section 149 of the Equality Act 2010 which requires it to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
23. Services will continue to monitor the impact of these actions and will take appropriate action to mitigate additional negative impacts that may emerge as part of this ongoing analysis.

WHAT HAPPENS NEXT:

24. The relevant adjustments from the recommendations will be made to the Council's accounts.

Contact Officer:

Leigh Whitehouse, Executive Director of Resources
020 8541 7246

Consulted:

Cabinet, Executive Directors, Heads of Service

Annexes:

Annex 1 – Detailed Revenue Budget at 30 November 2019

Detailed Revenue Budget at 30 November 2019

Service	Cabinet Member	Prior year to date actual £m	Year to date Budget £m	Year to date Actual £m	Year to date variance £m	Full Year Gross budget £m	Full year net budget £m	Full Year net forecast £m	Full year net forecast variance £m
Delegated Schools	J Iles	0.4	3.6	3.6	(0.0)	310.8	0.0	0.0	0.0
Education, Lifelong Learning & Culture	J Iles	56.8	64.9	52.2	(12.7)	282.0	96.6	99.0	2.4
Corporate Parenting	M Lewis	67.1	64.6	62.3	(2.3)	110.3	96.0	96.4	0.4
Commissioning	M Lewis / J Iles	3.8	3.9	3.9	(0.0)	65.4	6.0	6.1	0.1
Family Resilience	M Lewis	31.1	26.4	26.8	0.4	40.6	38.4	39.7	1.3
Quality Assurance	M Lewis / J Iles	3.0	5.7	5.6	(0.1)	10.4	8.5	8.2	(0.3)
Directorate wide savings		0.0	(1.7)	0.2	1.9	(2.5)	(2.5)	0.6	3.1
Children, Families, Life long Learning, and Culture		162.3	167.4	154.7	(12.8)	816.8	243.0	250.0	7.0
Public Health	S Mooney	0.0	0.0	0.0	0.0	35.7	0.0	0.0	0.0
Adult Social Care	S Mooney	235.9	243.2	246.4	3.2	488.4	364.0	364.0	0.0
Health, Wellbeing & Adult Social Care		235.9	243.2	246.4	3.2	488.4	364.0	364.0	0.0
Highways & Transport	M Furniss	40.4	39.3	34.7	(4.6)	73.6	59.0	54.6	(4.4)
Environment	M Goodman	35.2	45.9	37.2	(8.7)	73.4	68.9	69.3	0.4
Communities Support Function	D Turner-Stewart	0.3	0.2	0.2	(0.1)	0.4	0.4	0.4	0.0
Leadership Team (ETI)	M Goodman	0.6	0.2	0.5	0.3	0.5	0.3	0.9	0.6
Environment, Transport & Infrastructure		76.4	85.6	72.5	(13.1)	147.9	128.5	125.2	(3.3)
Fire & Rescue	D Turner-Stewart	21.4	21.4	21.1	(0.3)	36.2	32.1	32.0	(0.1)
Trading Standards	D Turner-Stewart	1.1	1.2	1.1	(0.1)	3.9	1.7	1.7	(0.0)
Emergency Management		0.3	0.3	0.4	0.1	0.0	0.7	0.6	(0.1)
Community Protection		22.8	22.9	22.6	(0.3)	40.1	34.5	34.3	(0.2)
Human Resources & Organisational Development	Z Grant-Duff	1.7	2.5	2.0	(0.5)	3.7	3.2	3.1	(0.1)
Insight, Analytics & Intelligence	Z Grant-Duff	0.6	2.3	2.4	0.1	3.8	3.1	2.9	(0.2)
Customer Services	Z Grant-Duff	2.0	2.1	1.8	(0.3)	2.8	2.6	3.0	0.4
Coroner	D Turner-Stewart	1.6	1.2	1.5	0.3	2.3	1.8	2.3	0.5
Strategic Leadership	T Oliver	0.6	0.7	0.7	0.0	0.7	1.0	1.0	0.0
Communications	Z Grant-Duff	1.1	0.9	0.8	(0.1)	1.4	1.4	1.4	(0.0)
Economic Growth	C Kemp	0.4	0.8	0.3	(0.5)	1.2	0.9	0.6	(0.3)
Transformation Support Unit		0.0	0.6	0.6	0.0	1.1	0.8	0.8	(0.0)
Cross County		0.0	(1.3)	0.0	1.3	(1.5)	(0.7)	0.0	0.7
Transformation, Partnership & Prosperity		8.1	9.7	10.1	0.4	15.6	14.2	15.1	0.9
Joint Operating Budget ORBIS	Z Grant-Duff	22.7	21.3	18.5	(2.8)	31.9	31.9	33.8	1.9
Property	M Few	10.7	11.8	12.2	0.4	28.1	19.0	19.4	0.4
Information Technology & Digital	Z Grant-Duff	6.7	7.2	6.0	(1.2)	11.5	10.9	10.7	(0.2)
Finance	M Few	1.7	1.8	1.0	(0.8)	4.1	2.7	1.6	(1.1)
Legal Services	Z Grant-Duff	3.0	2.4	2.7	0.3	4.0	3.6	4.0	0.4
Democratic Services	Z Grant-Duff	2.3	2.3	2.0	(0.3)	3.6	3.4	3.2	(0.2)
Business Operations	Z Grant-Duff	(0.0)	(0.0)	0.3	0.3	(0.1)	(0.1)	(0.1)	(0.0)
Resources		47.0	46.7	42.7	(4.0)	83.2	71.4	72.7	1.3
Corporate Expenditure	M Few	26.1	30.2	25.9	(4.3)	47.8	36.1	34.2	(1.8)
Total services' revenue expenditure		578.6	605.7	574.9	(31.0)	1,675.4	891.6	895.5	3.9
Corporate funding		(611.9)	(609.1)	(609.1)	0.0	0.0	(891.6)	(895.1)	(3.5)
Total Net revenue expenditure		(33.3)	(3.4)	(34.2)	(30.9)	1,675.4	0.0	0.4	0.4

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 JANUARY 2020****REPORT OF: MR MATT FURNISS, CABINET MEMBER FOR HIGHWAYS****LEAD OFFICER: GILL STEWARD, INTERIM EXECUTIVE DIRECTOR FOR COMMUNITY PROTECTION, TRANSPORT AND ENVIRONMENT****SUBJECT: ON STREET PARKING STRATEGY REVIEW****SUMMARY OF ISSUE:**

To approve changes to the county councils on street parking strategy in order to take account of changes to national legislation, new technology, environmental considerations and to reduce dangerous parking and help keep traffic moving on Surrey roads.

Update the council's range of fees and charges for parking permits and on street parking related services.

RECOMMENDATIONS:

The cabinet is asked to agree that:

1. Local and Joint Committees should consider as part of the parking review process the introduction of on-street parking charges where appropriate to help improve access to retail areas or other facilities.
2. Where there is no parking surplus or other funding source to contribute towards a parking review, proposals in the review will be limited to dealing with road safety and obstruction problems rather than parking schemes.
3. We advertise our intention, in accordance with the Road Traffic Regulation Act 1984 to make the following changes to on street parking permits:
 - a. Amend the charge for the first resident permit issued to a household from £50 to £80.
 - b. Amend the charge for 2nd and subsequent resident permits issued to a household from £75 currently to:
 - 2nd permit charge £100
 - 3rd and subsequent permit charge £130
 - c. The maximum charge for visitor permits can be set at £3 per day where it is considered appropriate by local or joint committees. (Note: the £2 daily charge remains the default)
 - d. We introduce a 2 hour visitor permit, to be available in all permit schemes, costing £1 (see recommendation e. for annual eligibility limits)
 - e. Greater discretion is given to district and borough enforcement teams (and local/joint committees) to set annual visitor permit limits as particular

circumstances allow. The maximum however should be set at 150 for daily permits or 250 for 2 hour permits per household per year.

- f. Carers permits (as described in annex 1) will be issued for free (currently £10 per year, permits for medical and care professionals remain free)
 - g. There is no change to our current policy of assessing and providing disabled bays free of charge.
 - h. We introduce a child care permit (as described in annex 1) at the same rate as a resident permit, the charge dependent on how many resident permits had been issued to the property.
 - i. The statutory notice includes the intention of the council to increase the charge for annual resident parking permits by £4 every 2 years for 6 years.
4. Following the statutory advertisement of changes described above, the decision to implement the changes is delegated to the Head of Highways & Transport in consultation with the Cabinet Member for Highways.
 5. Paper permits to be phased out by 2021 with a shift to 'virtual permits' to reduce waste and improve convenience.
 6. New residential developments built within the boundaries of existing permit parking schemes (or CPZ's) should not automatically qualify for resident permits. Eligibility should be determined by a local/joint committee in a parking review or by the Cabinet Member for Highways.
 7. The following changes to charges made for suspensions and waivers are introduced from April 2020:
 - a. The initial charge for a suspension (valid for up to 3 days) is changed from £65 to £75
 - b. The charge for each additional day that the suspension is in force is changed from £10 to £12
 - c. The initial charge for a parking waiver (valid for up to 3 days) is changed from £15 to £25
 - d. The charge for each additional day that a parking waiver is granted is changed from £5 to £6
 8. A persistent evader policy is developed and trialled with district and borough enforcement teams that will entail immobilisation or removal of persistent evader vehicles (those whose owners evade payment of parking fines) and that the approval of the final policy is delegated to the Cabinet Member for Highways.
 9. From April 2020 introduce a charge of £50 to assess an application for a new Access Protection Marking (APM) or the extension of an existing one and a charge of £120 to provide a new APM (if the application is successful), or to refresh or extend an existing one.
 10. Red routes can be used in appropriate locations (following national guidance) and enforced by camera if needed to improve flow of traffic,
 11. Cameras are used on a trial basis to enforce certain restrictions such as school keep clears to improve safety outside schools. A policy on future use of camera

enforcement of parking and other restrictions will be developed and approval sought by the Cabinet Member for Highways in due course.

REASONS FOR RECOMMENDATIONS:

The Surrey County Council (on street) Parking Strategy was adopted in 2011 and sets out our policies about on-street parking regulation and enforcement. It has evolved and developed in the years since and it is now time for a more comprehensive update to ensure it is in alignment with the Community vision 2030 and changes in national legislation. The relevant ambitions of our 2030 vision are outlined below.

Residents live in clean, safe and green communities where people and organisations embrace their environmental responsibilities. The proposals in this report include changes to resident permits that will encourage the use of off street parking thus freeing up road space. Setting increasing charges for multiple permit applications could encourage fewer multi permit applications from a single household (although allowing for this eventuality). Other proposals include ways of improving safety outside schools with camera enforcement of school keep clears and reducing antisocial pavement parking. On street Electric Vehicle (EV) charging trials are also planned to commence in 2020 in parts of the county to evaluate how this evolving technology might be made more widely available and so encourage the use of electric vehicles.

Businesses in Surrey thrive. Regular parking reviews help keep pace with changes to the wider built environment and the introduction of improved limited waiting facilities near shops and businesses will improve access to them for customers and deliveries.

Journeys across the county are easier, more predictable and safer. Regular parking reviews can keep on top of obstructive parking issues and new powers to introduce red routes and camera enforcement can help improve traffic flow and safety. We will lobby the government to bring in legislation to make 'footway obstruction' a civil offence that can be enforced under CPE.

By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are able to achieve their full potential and contribute to their community and no one is left behind. The provision of free disabled parking bays, medical permits and, carers permits will help improve the mobility of disabled residents as well as access to more vulnerable residents who are in need of care by medical staff or relatives. More flexible visitor permit arrangements will improve access arrangements for some residents.

This policy update also looks at the range of charges we or our enforcement agents make for various parking services in light of the Fees and Charges Policy adopted by Cabinet on the 18 December 2018. A key principal of this is that users of discretionary services are expected to pay for the full cost of the service being received rather than it being supplemented/paid for by the general tax payer.

DETAILS:

1. The discussion and reasoning behind the recommendations of this report is contained in Annex 1.

2. Our Parking Strategy, first adopted in 2011 has been updated in line with the recommendations of this report and supported by the discussion in Annex 1. The new 'Surrey On Street Parking Strategy' is contained in Annex 2.
3. The strategy recognises that to realise the vision for parking, work will be channelled through three main areas:
 - Manage on street parking space to ensure optimum use through our parking review process
 - Operation of civil parking enforcement – fair and cost effective with greater use of technology to achieve compliance
 - Promotion of parking controls that can help improve sustainable and greener transport and communities.
4. Partnership working with boroughs and district councils will be particularly important in the development and delivery of some policies identified in this report, given their role in the administration of civil parking enforcement and off street car parks. Boroughs and districts also work with the county council in their capacity as local planning authorities to develop standards for new development, which can affect parking provision and travel choices.
5. Although our current parking strategy was adopted as part of the Surrey Transport Plan in 2011, this update is intended to build on the original strategy and this report consequently discusses new aspects to our parking policies (Refer to Annex 1 for discussion on changes) in the following areas:
 - Parking Reviews
 - Permit Parking Schemes (aka resident parking schemes)
 - Resident permits
 - Visitor permits
 - Carer and medical permits
 - Business permits
 - Permits for new developments
 - Motorcycles
 - Suspensions and waivers on parking restrictions
 - Vehicle immobilisation
 - Disabled Bays
 - Access Protection Markings (APM)
 - Footway and verge parking
 - Parking charges
 - Red routes
 - Camera enforcement outside school
6. Policies relating to EV charging and Car Club parking bay provision are being developed separately and will link to the main parking strategy when complete.

CONSULTATION:

7. The changes to parking permits outlined in the recommendations section will require an amendment to our parking traffic regulation orders governing the current arrangements. This means we will need to place a statutory notice in newspapers circulating across the county stating our intention to make the changes described, followed by a 21 day (minimum) period for objections and representations.
8. It is proposed that the Head of Highways and Transport in consultation with the Cabinet Member for Highways is delegated authority to review any objections made in this period before confirming the decision.
9. District and Borough Councils in Surrey have been consulted and in some cases helped develop proposals in this report and will further participate in the development of specific policies identified.
10. The proposals were considered by the Communities, Environment and Transport Select Committee on the 19 September 2019, they resolved:

‘That the Communities, Environment and Highways Select Committee endorse the parking proposals contained within the report and urge Local Committees when looking at on street parking charges to consider the matter with caution in light on local opinion, likely impact of displacement parking and cost of enforcement.’
11. There were no specific recommendations by the Local Committee Chairs Group when they met to discuss the proposals on the 19 November 2019.

RISK MANAGEMENT AND IMPLICATIONS:

Resident Permits

12. There is a risk of negative publicity, in fact it is quite likely, when we carry out the statutory process to amend the parking permit charges. The increased charge for a single parking permit will rise from £50 to £80 primarily because the charge has not changed since 2011 and it now takes more account of enforcement costs (it is not cost effective to make annual or even bi-annual smaller inflationary increases because of the costs involved in statutory process of amending countywide traffic orders, see below). The permit charge is now a fairer reflection of the true cost of providing, maintaining and enforcing a typical permit parking scheme.
13. In the statutory process we should explain how the permit charge has been developed and how it still represents good value ie £1.54 per week for the convenience of parking closer to home and not competing with commuters and shoppers for the same parking spaces. Residents expect enforcement and this should also be explained.

Access Protection Markings

14. Introducing a charge for these discretionary road markings may result in fewer applications for them, we will evaluate demand and management of this service at the end of 2020/21 financial year. (Refer to Annex 1 for more information)

<h2>FINANCIAL AND VALUE FOR MONEY IMPLICATIONS</h2>

15. Two key principals of the new Fees and Charges Policy adopted by Cabinet on the 18 December 2018 are:
 - Users of discretionary services are expected to pay for the full cost of the service being received rather than the general tax payer
 - Approval for services to be provided at subsidy or the provision of concessions must follow the governance set out in the policy and align with corporate priorities
16. Fees and charges must be set to recover our costs and not to make a 'profit' but they can include our overall costs including overheads etc. However, authorities are under a duty (Local Government Act 2003) to ensure that, taking one year with another, the income from charges do not exceed the costs of provision.
17. The direct cost of changing resident and visitor permits is approximately £40,000 plus officer time. This is due to the requirement to place a statutory advert in local papers covering the whole county. This will be met from our 20% share of the CPE surplus, split between the current and next financial years. District and Borough Councils will also need to change documents and web pages in line with the changes.
18. The resident permit charge was set in 2011 to recover administration costs but does not now fully recover the true administration, maintenance or enforcement costs of these schemes. The proposed £80 charge has been calculated taking a typical resident parking scheme into account, however schemes will vary in enforcement needs from town to town. Local Committees can set higher charges if it is necessary in some locations where enforcement costs might be higher.
19. Currently income from resident permits is approximately £550,000 countywide. The district and borough councils who manage the permit schemes around the county collect the income which feeds into each on street parking account. Total income from visitor permits is approximately £250,000 and business permits £80,000 countywide.
20. As mentioned above taking into account advertising, legal and administrative support it would cost approximately £40,000 to amend the county wide permit charge so it does not make financial sense to do it too regularly. A 5% increase in resident permit income would only increase annual revenue by £27,000.
21. To ensure that the permit charge is maintained roughly in line with inflation for the next few years and to avoid regular statutory advertising costs described above it is proposed to increase the annual permit charges by £4 every 2 years (approximately 2.5% per year), starting in April 2022 and continuing until April 2026. This will also ensure smaller more predictable price increases for residents and permit holders during this period.

22. The majority of the fees and charges (resident and visitor permits etc) are collected by our enforcement agents, the district and borough councils. The income goes into the on street parking account to offset the costs of operating Civil Parking Enforcement (CPE) for a given area. If there is a surplus from operating CPE, as set out in the agency agreements and the previous Cabinet parking enforcement paper of January 2018, it is split:
- 60% to the Local or Joint Committee
 - 20% to the District or Borough Council (Enforcement Agent)
 - 20% to SCC for maintenance of parking infrastructure
23. By law any parking surplus generated must be used in accordance with S55 of the Road Traffic Regulation Act 1984 (as amended) which generally includes parking, highway improvement/maintenance or environmental improvements in the public realm.
24. Recommendations in this report will limit parking reviews to dealing with safety and obstruction issues only where it is not possible to contribute parking surplus in any given district.
25. The table below shows the estimated changes in income due to the policy changes highlighted in this report.

	Existing Income (Countywide)	Possible change in income (countywide)	Notes
Resident Permits	£550,000	+£250,000	First permit to change from £50 to £80 to reflect full maintenance/enforcement costs for schemes since 2011. Second permit charges increased from £75 to £100/£130 to deter multiple applications.
Visitor permits	£250,000	+£35,000	2 hour permits introduced for £1 and all day 'town centre' permits for £3.
Carer and medical permits	£10,000	-£6,000	Carer permits will be free
Business permits	£80,000	£0	These can be introduced into permit schemes when they are implemented but there is no change to the proposed charge of between £150 and £500 for permits
Suspensions and waivers	£200,000	+£40,000	Revised fees updated since 2011
Immobilisation	0	0	Likely to break even if implemented. Trials to take place to evaluate.
Disabled bays	0	0	No change
APM's	0	+£15,000	Difficult to estimate, however each application will be self-financing.
Footway Parking	0	0	Does not create income
Parking Charges	£1,200,000	0	No change expected as a result of this policy.

Red Routes	0	0	None proposed at present.
Camera enforcement of SKC's	0	0	Trials will be needed to evaluate costs etc however the financial target would be to break even.
Total	£2,280,000	£334,000	

26. APM's and disabled bays are provided by the Surrey parking team rather than the district teams. Any income from APM's would come to direct to the county council rather than through individual area parking accounts.

SECTION 151 OFFICER COMMENTARY

27. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook is uncertain as it is heavily dependent on decisions made by Central Government. With no clarity on these beyond 2020/21, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term. As such, the Section 151 Officer supports the recommended changes to the Council's on street parking strategy, including changes to permits, which will be factored into the Medium-Term Financial Strategy.

LEGAL IMPLICATIONS – MONITORING OFFICER

28. In order to change the charge for a parking permit and/or create new, or amend existing, parking restrictions, it is necessary to amend Traffic Regulation Orders. That involves a statutory consultation/advertising in accordance with the provisions of the Road Traffic Regulation Act 1984 and associated regulations. This legislation requires that Surrey County Council places a notice in newspapers circulating where the changes are proposed, and in the case of changing permit charges across the whole of the county, describing the proposals. There are associated advertising and display provisions and also a requirement to allow for objections to be made in response to the consultation/advertisement. A public inquiry is possible in relation to unresolved objections, and this is a compulsory requirement where loading/unloading is affected by the proposals or there is an objection from a bus operator, and the relevant objections have not been withdrawn. Otherwise the need to hold an inquiry is discretionary.
29. The Council has power in section 75 of the Highways Act 1980, in relation to highways maintainable at public expense comprising both a footway or footways and a carriageway, to vary the relative widths of the carriageway and any footway

30. Red routes are now permitted as a result of changes to the Traffic Signs Regulations and General Directions 2016.
31. Fees and charges should be set to recover the cost of providing the service or to achieve other transportation objectives. It is not permissible to set charges that are solely intended to meet expenditure plans or fund transport strategies.

EQUALITIES AND DIVERSITY

32. An Equalities Impact Assessment (EqIA) has been prepared under the Equalities Act 2010. The assessment considered that proposals in this report could positively impact younger, older and, (by association) carers who may benefit from new child care permit and the removal of the £10 fee for a carer permit.
33. Socio-economic disadvantage was also considered in the assessment. Resident permit charges are planned to increase but they still represent a small portion of the total cost of running a motor vehicle. (£50 per year equates to £4.16 per month rising to £6.67 per month) A permit charge of £80 is good value compared to providing an off street parking space in a car park or creating a new driveway. Changes to carer permits (which will be free) and visitor permits (cheaper short stay options) will make them more flexible offering lower costs for many.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

34. The parking strategy update proposals in this report are in themselves generally neutral in terms of their environmental impact but can be used (along with a range of other parking controls) as tools and mechanisms to help a transport authority achieve its travel and environmental objectives as part of local travel plans and transport initiatives.
35. On street Electric Vehicle (EV) charging trials will help shape our approach to this new and evolving technology to help develop the right environmental approach for the future.

WHAT HAPPENS NEXT:

36. If agreed the next steps are:
 - a. In early March we will place a statutory notice in newspapers circulating around the county starting a 28 consultation period concerning changes to permit charges described in the report. Information about the changes will also be made available to via our web pages.
 - b. The Head of Highways and Transport and Cabinet Member for Highways will review objections and representations to the proposals before confirming the decision to implement changes.
 - c. The new permit charges will be introduced as permits are renewed or issued from around May 2020.

- d. Annual permit prices will increase by £4 in April 2022 and then every 2 years until 2026.
- e. Other fees and charges (parking suspensions and waivers, APM's) will be introduced from April 2020.
- f. Trials of camera enforcement outside schools and the persistent evader policy will commence in through 2020, with final policies for both developed by April 2021.
- g. Parking reviews being prepared for committee from April 2020 will be limited to proposals that are intended to resolve safety and obstruction problems only if there is no parking surplus or other financial contribution towards the funding.

Contact Officer:

David Curl, Parking Strategy and Implementation Team Manager, 0300 200 1003

Consulted:

All Surrey district and borough councils

Cabinet Member for Highways

Local Committee chairs group

Communities, Environment and Transport Select Committee

Annexes:

Annex 1 – Explanation of changes and proposals

Annex 2 – Updated Parking Strategy

Annex 3 – Equalities Impact Assessment

Sources/background papers: Parking Strategy Update, Communities, Environment and Transport Select Committee 18 September 2019.

This Annex set out the reasoning for the decisions contained in the main report.

Parking Reviews

- 1 Parking reviews are the way we manage on street parking controls and changing demands for them. The review combines all the agreed changes to parking restrictions in a district or borough over a period of time, (typically 12 to 15 months) so that they can be taken through the statutory process together. This saves time and money. By law it is necessary to place a statutory notice in a local paper to amend or create a Traffic Regulation Order (TRO) for a parking restriction. If carried out in isolation each notice could cost around £800 depending on the size and the paper. A single advert for multiple sites saves thousands of pounds in advertising costs and overall the cost of implementing a typical parking restriction can be reduced from approximately £1000 to £300 by combining them in a review.
- 2 The Surrey parking team carry out parking reviews in ten of the eleven districts and boroughs on a rolling cycle. Each local or joint committee has a review every 15 months (5 cycles). The reviews typically take between 6 and 12 months to implement depending on their size and complexity. Guildford Borough carry out their own reviews following a similar process but on a different time span related to the competing needs of the urban and rural areas of the borough.
- 3 Members are generally consulted through the whole assessment and implementation process. Meetings and site visits with the parking team when preparing proposals for committee are generally helpful in developing the report and when making the decisions about what to implement. The council's scheme of delegation has been amended to allow the post consultation decisions about what to implement to be made outside of committee which saves time.
- 4 The parking team have developed and fine-tuned the review process using feedback from members and the public so that it is now a well understood process and a feature of the local committee calendar.
- 5 The consultation stage makes the most of information that can be provided via our web pages such as plans and we also encourage comments and feedback to be made directly via our web pages for easier processing. The best way of alerting residents and businesses to proposed changes however is still to letter drop (or mail shot) and put up notices/posters where changes are planned. Councillors and our community partnership teams also often use social media to engage residents about the proposals.
- 6 The implementation stages of the review can sometimes be frustrated by bad weather or parked vehicles. A typical parking review can have up to 50 sites and most of the locations are heavily parked so access for the contractor can be difficult. Lining work is very weather dependant, can't be done in rain or when it's very cold. Some sites also need mechanical sweeping so this is co-ordinated with the boroughs if possible.

- 7 Under our current contract, we only pay for completed work. The arrangement we have with our contractor is that they will make three visits to each site and do as much as they can before we focus more resource to finish off any remaining gaps.
- 8 There are usually one or two locations in every review that are difficult to finish (perhaps where the owner hasn't moved a car for various reasons). In extreme cases we have used a car lifter to move vehicle out the way but this can be expensive and notices still need to be put up in advance.
- 9 If we tried to cone off all the sites in a review in advance we might need 300 cones (a truck load) and the services of a traffic management crew which could cost up to £3000. But there's no guarantee the work would go ahead as planned because of unreliable weather. The risk is similar hiring a tow truck in advance, we can't be certain lining work is possible until a day or two beforehand.
- 10 The system that has been developed allows for the unpredictability of weather and people (and so takes a bit longer) but has the lowest cost.
- 11 However, preparations for the next highway works contract will look at greater traffic management involvement for the contractor as part of the implementation process. We also work closely with the district and borough councils and cooperate to implement new restrictions where possible.
- 12 Parking reviews should typically deal with smaller scale issues and are not intended to be used for introducing anything other than small scale resident or parking management schemes. Larger schemes must be funded separately.
- 13 **Parking Reviews - Proposal**
 - a) The review process has been refined over the last 10 years and there are no significant changes proposed to the process as we believe it is working well.
 - b) The scope of parking reviews should be adjusted to suit the funding available. Where there is no parking surplus or other income to put towards it, the review proposals should only include restrictions that maintain road safety, prevent serious obstruction or essential access to facilities.
 - c) Local and Joint Committees should look to introduce on-street parking charging to help improve access to retail areas.

Permit Parking Schemes

- 14 Permit schemes (aka resident parking schemes or controlled parking zones) are usually introduced near town centres or rail stations to help residents park near their homes. The introduction of permit schemes tends to reduce unrestricted free parking and so can help encourage the use of car parks or other modes of transport.
- 15 The schemes are often controversial, some residents and businesses can be very supportive or opposed depending on their outlook and circumstances. Decision making can be very difficult and time consuming for the council in circumstances where opinion is divided. In 2015 we introduced a policy whereby when residents

request a parking scheme, we want them to demonstrate there is support by submitting a parking scheme petition. We generally require at least 70% of those households who will be directly affected to sign up to the scheme before we will investigate whether to take it forward. This has been successful in reducing requests for residents parking schemes (and the time we spend investigating them) from small groups of residents who do not represent the majority. We do not propose to change this.

- 16 We do however reserve the right to implement parking schemes when there are other transportation initiatives or policies that require some form of parking control and the final decision lies with the traffic authority (SCC).
- 17 Only relatively small permit schemes can be implemented as part of a parking review. Larger schemes tend to be more expensive and resource intensive and take longer so would need dedicated resources and funding.
- 18 Resident permits are currently charged at £50 for the first and £75 for subsequent ones issued to the same household. This is the minimum charge under our policy however local committees can set higher figures. The number of permits allocated per household can also be set by the committee depending on the road space available. In many cases we allow households to have permits for all the vehicles they cannot park off street. This helps cope with larger households where siblings stay at home longer but does impact on single car households who find it more difficult to find a space.
- 19 Visitor permits are currently charged at £2 per day and generally limited to 120 per year per household.

Residential Development in CPZ's

- 20 New developments that increase population density levels within existing permit schemes can often put pressure on street parking availability. It is understandable that larger single properties are demolished to make way for flats and apartments in urban areas but these can increase population density and usually have less off street parking availability per dwelling.
- 21 In some CPZ's there may be road space to accommodate the additional vehicles but in many there will not. As a default position, new residential properties within existing CPZ's should not automatically be permitted on street parking permits. The local committee (as part of a parking review) or Cabinet Member/local planning authority at the planning stage should determine permit eligibility for significant new developments. There may also be an increasing number of 'car free' developments that can be excluded from permit provision in the traffic orders to enforce this planning condition.

Residents Permits - proposal

- 22 Continue to make a charge that covers administration and enforcement costs but also recovers the capital cost of implementing and then maintaining the permit scheme. Allow permit numbers to be set locally to suit circumstances but increase the charge for the second and subsequent permits to reflect the additional road space occupied by a household.

- 23 The cost breakdown for a permit in a typical scheme of say 50 properties would be:
- Setting up permit scheme and maintaining £25 (about 30 minutes officer time per application)
 - Enforcement £45 (approximately 1.5 hours per week CEO time)
 - Repayment of Implementation costs and ongoing maintenance £10 (repayment over 10 years)
- 24 Therefore the total charge for a single permit would equate to £80. If each property purchased one permit the installation, administration, maintenance and enforcement costs would be covered.
- 25 The charge for subsequent permits could be made higher to discourage excessive on street parking (and encourage off street parking) and deter applications for two or more permits (whilst recognising there are larger households but being able to cater for this eventuality)
- 26 The charge for subsequent permits should be:
- 2nd permit £100
 - 3rd and subsequent £130

Visitor permits

- 27 These are currently charged at £2 for a day regardless of location or the period of time needed. Feedback over the last few years indicates that £2 is quite expensive for visitors who only stay for a short period of time in some area. However it is also quite cheap to park all day in a major town centre location. There is also demand for 'childcare' permits. At the moment many households that have regular childcare visitors must purchase one day visitor permits of which only 120 are available per year. These could be issued to a resident who has regular childcare needs.

Business and Local Worker Permits

- 28 The charge for business permits is currently between £150 and £500 depending on the nature of the permit scheme. The permits are intended for operational use (say for delivery vehicles or estate agents vehicles) but can also be used for staff/employee parking within a permit scheme if that is appropriate. There are often small businesses located in residential areas and their parking needs have to be catered for. We do not issue many business permits, income is approximately £80,000 per year.
- 29 There seems little need to change the current arrangements.

Carer and medical permits

- 30 Carer permits are issued to residents who receive regular visits from carers (who could be family, friends or healthcare professionals).

- 31 Medical permits are issued to healthcare professionals or organisations who regularly need to park in controlled parking areas to visit their patients.
- 32 The difference between them is that the carers permit is issued to the resident who needs care who then gives it to their visitors while they are parked nearby, the medical permit is issued to the healthcare company or NHS for their staff to carry with them.
- 33 The current charge is £10 for a carers permits and medical permits are free.
- 34 Some households have regular childcare visitors (not health or welfare related). A permit could be made available on the same basis as a resident permit for this situation instead of using daily visitor permits.

Motorcycle permits

- 35 Residents with motorcycles are currently able to apply for permits for their vehicles at the standard rate (£50). Historically it has been difficult to display a paper permit on a motorcycle so uptake has been low and/or it is easier to store them off road. With the increasing use of virtual permits it is easier for motorcycles to comply with permit scheme rules and permits can be charged at the proposed rate for cars.

Permits – Summary of Proposals

- 36 Introduce changes for residents permits, as described in paragraphs 22-26 above, which aim to recover the cost of implementing, administering, maintaining and enforcing permit schemes in Surrey. The charge for additional permits will be set higher to discourage multiple vehicle households while recognising it is a reality.
- 37 All permit charges will be reviewed roughly in line with inflation from April 2022 and again in 2024 and 2026.
- 38 Visitor permits could be made more flexible by offering:
 - a) A 2 hour permit for £1, valid in all locations – with a maximum allocation of 250 per year per property
 - b) An all-day permit in ‘out of town’ locations for £2 – maximum 150 per year
 - c) An all-day permit for ‘larger town’ centres charged at £3 per day – maximum 150 per year
 - d) A child care permit at the same rate as a resident permit dependent on how many had been issued to the property.
 - e) Greater discretion to allow district and borough enforcement teams to issue more/fewer visitor permits as circumstances allow.
- 39 Remove the charge for carer permits and make no change to the charge for medical permits.
- 40 All permits should be ‘virtual’ by the end of 20/21 to improve ease of application.
- 41 The default position will be that new developments in existing permit schemes or CPZ’s should not be eligible for resident permits. This requirement can be amended by a local committee in a parking review or cabinet member.

- 42 Where permissible, developers of new developments should make a contribution towards the cost of managing on street parking arrangements in the local area if there is likely to be an impact on street parking.

Suspensions and Waivers

- 43 The reasons and processes for granting Suspensions and Waiver Certificates are broadly the same. The difference in deciding which to allow will be based on the particular circumstances of the request and the solution provided. For example does a particular bay require suspending to allow access, or will a Waiver Certificate allow a vehicle to park in the general vicinity of work taking place.
- **Suspensions**
A suspension is where the restriction (Traffic Regulation Order or TRO) allowing or disallowing an act to take place is suspended for a set time period.
 - **Waiver Certificates**
A Waiver Certificate is supplied to a vehicle or vehicles' (registration(s)) giving them dispensation to park within an existing TRO restriction.
 - **Restrictions**
A restriction can include: a limited wait free bay, a pay and display bay or a yellow line.
- 44 Generally waivers to be used on double yellow lines (no waiting at any time) should not be provided unless there is no other option and a risk assessment has been carried out. Where for example a restriction is intended simply to deter commuter parking, so only a single yellow line, B&Ds should be in a position to agree a suspension / waiver.

Criteria for Considering a Request

- 45 Either a Suspension or Waiver Certificate can be allowed in special circumstances that may include (but are not limited to):
- a) maintaining public or traffic safety
 - b) essential building or maintenance works
 - c) furniture removals (some dispensations already apply in these circumstances)
 - d) filming
 - e) special events
 - f) weddings or funerals (some dispensations already apply in these circumstances)
- 46 Before granting either it will be necessary to consider whether any such request is genuine, justified, safe and will not have a prohibitively disruptive effect on the local amenity. Granting of either a Suspension or Waiver Certificate is entirely at the Council's discretion.

Suspensions Issuing Procedure

- 47 With a Suspension ideally signs will need to be erected some days in advance. Photographs of vehicles parked when suspension signs are erected will enable appeals officers to decide appeals where drivers say they parked prior to the suspension signs going up.

Waiver Certificate Issuing Procedure

- 48 Ideally for ease and speed of communication these should be issued by pdf document attached to an e-mail. To be printed off and displayed on the dashboard of the vehicle(s) concerned.

Existing Fees (set in 2011)

Table a

	Initial Period	Initial Charge	Subsequent Period	Subsequent Charge
Suspension (each 6m length)	3 days	£65	each additional day	£10
Waiver Certificate (per vehicle)	3 days	£15		£5

Proposed Fees

- 49 These are shown increased broadly in line with inflation since 2011 to maintain recovery of the cost of providing the service.

Table b

	Initial Period	Initial Charge	Subsequent Period	Subsequent Charge
Suspension (each 6m length)	3 days	£75	each additional day	£12
Waiver Certificate (per vehicle)	3 days	£25		£6

- 50 Total income is presently around £200,000 per year which would increase to approximately £240,000.

Exemptions

- 51 Local authorities while carrying out statutory duties on the highway and utility companies while carrying out works on the highway are only subject to the initial charge. Local enforcement team should have discretion whether to apply these charges to charitable organisations as part of community events.

Persistent Evader Vehicle Immobilisation

- 52 Some vehicle owners contravene parking regulations deliberately and often, and fail to settle the debts they incur. A vehicle owner can be classed as a 'persistent evader' if there are three or more recorded contraventions for the vehicle and the penalties for these have not been paid, represented against or appealed against within the statutory time limits, or their representations and appeals have been rejected but they have still not paid. Usually this is because the vehicle keeper is not registered, or is not correctly registered, on the Driver and Vehicle Licensing Agency (DVLA) database and the owner is confident that they can avoid paying any penalty charges. Where a vehicle appears to be registered in the UK, but the identity and address is not registered, or is not correctly registered on the DVLA database, we can consider making the information available to the police who can, if appropriate, investigate any criminal offence.
- 53 DfT advice is that when parked in contravention, a persistent evader's vehicle should be subject to the strongest possible enforcement following the issue of the penalty charge notice and confirmation of persistent evader status. This is likely to involve immobilisation or removal. The benefit of immobilisation/removal is that it requires proof of ownership and a registered address before release. Currently, under Traffic Management Act 2004 regulations an authority can only obtain payment for the penalty charge notice of the contravention for which the vehicle is immobilised or removed and not any other outstanding penalty charge notices.
- 54 Removing a vehicle to a pound is more complicated and potentially expensive, we do not have an 'in house' pound and it would be expensive to set one up. Clamping is more cost effective, however the ability to release vehicles at all times of the day/night would need to be carefully considered. Clamping would only be sensible if a vehicle was not parked in a hazardous location.

Persistent evader - proposal

- 55 Develop and trial a persistent evader policy that will enable immobilisation or removal of persistent evader vehicles in conjunction with district and borough enforcement teams.

Disabled Bays

- 56 Under the Equality Act 2010 organisations are required to take reasonable steps to help provide access to shops, facilities and housing. Our policy for providing disabled bays requires that the resident has a blue badge, no off street parking and a vehicle registered at their address.
- 57 We receive about 400 applications for disabled bays each year and install about 250. We also remove about 100 per year. The number of new bays has been rising steadily and could increase further as changes to blue badge eligibility are widened to those with non-visible as well as physical impairment.

- 58 Most of the bays installed are only advisory in residential areas so a TRO is not required and we aim to order their installation within four months of a successful application. If a TRO is needed (because the bay is located in a CPZ or amongst other restrictions) then for efficiency we do it as part of the next parking review. We batch up work orders for signing and lining work to keep costs at a minimum which is why there can be a wait for the bay to be installed.
- 59 The cost of assessing a disabled bay application is made up of officer time and road marking/signing costs. The cost of installing a disabled bay including this is £200 for an advisory bay or £400 if a sign/TRO is needed as well.
- 60 Our application process allows residents to download a form from our website and send it in with copies of the relevant documents.
- 61 We provide this service for no charge to the applicant and spend about £60,000 annually. Some authorities make a small charge for this service but it does not fully recover the cost of providing a disabled bay and would increase the complexity of administering the process.

Disabled bays – Proposal

- 62 We should improve our on line application process and allow scanned documents to be uploaded via the website rather than being sent in the post.
- 63 Our current criteria for a disabled bay (a blue badge, no off street parking and a vehicle) seems reasonable. A few other councils request evidence of disability benefits (which are not means tested) but this seems overcomplicated.
- 64 Disabled bays should continue to be provided for free but where a TRO is required installed as part of a parking review if this is appropriate.

Access Protection Markings

- 65 Access Protections Markings (APMs) are advisory markings used to highlight the presence of private driveways and smaller side roads. Our policy is to only implement them if a driveway is not clearly visible or obvious and we often ask for evidence that there is an obstruction problem. Never the less we process about 500 applications and mark out about 100 of these lines each year and do not charge for the service.
- 66 The cost of assessment and marking out an APM is approximately £50 in officer time and £100 in contractor costs, including travelling time and setting up on arrival. There may also be parked cars in the way requiring a further visit to finish.

Options for APMs

- 67 APMs are an advisory service and if we are to continue providing them we should make a charge as most other councils now do. The other option is to stop doing them all together but we would still need to deal with enquiries and demand for them. It does not seem necessary to have an overly onerous set of requirements for the introduction

of an APM which again would mean more administration time on applications.

APMs – Proposal

- 68 A charge of £50 should be made to assess a request for an APM and a further £120 (assuming a successful application) to provide a new APM, to refresh an existing APM or to refresh and extend an existing APM up to 6m long. The criteria should include a properly constructed dropped kerb serving a useable driveway and there must be evidence of street parking nearby. An additional £40 will be charged for double width crossovers between 6 and 12m long or for each additional crossover at the same premises.

Footway and Verge Parking

- 69 Within Greater London there is a blanket prohibition of footway and verge parking. Outside of London, footway and verge parking are not specifically prohibited.
- 70 Since 1974, Highway Code rule 244 has stated that drivers "MUST NOT park partially or wholly on the pavement in London and should not do so elsewhere unless signs permit it.". The key things to note here are the words *must not* and *should not*.
- 71 In London, you *must not* park on the pavement, the *must* indicating there is legislation behind this rule and you could receive a fine for breaking it.
- 72 However, outside of the capital or "elsewhere", the Highway Code states drivers *should not* park on the pavement, meaning it is advisory and not, therefore, backed up by any legislation.
- 73 Rule 242 is where it gets a little less clear, stating: "You MUST NOT leave your vehicle or trailer in a dangerous position or where it causes any unnecessary obstruction of the road."
- 74 This is a *must not*, again, meaning if your car is reported or seen by a police officer and judged to be either in a dangerous position or causing an unnecessary obstruction of the road, you could receive a Fixed Penalty Notice (FPN).
- 75 Local/Joint committees have powers to introduce verge or footway parking bans over small or large areas with the introduction of a Traffic Regulation Order (TRO). 'Footway parking' can also be formalised in a similar way but it is likely that engineering measures will be needed to lower kerbs and strengthen the footway where this is done. Utility apparatus may also need to be moved which could be prohibitively expensive. Our existing parking strategy does not allow the formal introduction of footway parking.
- 76 The main drawback to introducing verge or footway parking bans is the cost of installing the required boundary and repeater signs and there is the additional issue of the clutter that they cause, and the main drawback to formalising parking on what was previously footway is the cost of strengthening the area and potentially lowering the

kerb.

- 77 On a national level 'London style' no parking legislation could be introduced by parliament across the rest of the UK. This could have major implications in some streets because footway parking has become accepted practice due to the number of vehicles and the limited width of many roads. We would prefer to have powers to enforce footway obstruction without a TRO in a similar way to the police but following decriminalised parking procedures in a similar way to other parking restrictions.

Footway and Verge Parking – Proposal

- 78 Local and Joint committees can formalise 'footway parking' where it is safe and there is enough space for pedestrians, subject to making a TRO and adjusting the kerbs and footway strengthening as necessary.
- 79 Local and Joint Committees can implement verge and footway parking bans with a TRO.
- 80 The Council should continue to oppose footway and verge parking elsewhere and introduce restrictions to allow enforcement where appropriate.
- 81 We should also support changes to national legislation to decriminalise the offence of footway obstruction so that it can be enforced by Civil Enforcement Officers without a TRO.

On Street Parking Charges

- 82 There are currently on street parking charges in limited waiting bays in Guildford, Woking, Farnham and West Byfleet town centres. There are also some longer term paid for bays around Walton on Thames Station used primarily by rail commuters.
- 83 On street charges are beneficial in terms of creating turnover or churn and help improve enforcement efficiency. Surplus income can also be used to improve the local highways and public realm infrastructure.
- 84 Most limited waiting bays in Surrey are free and have time limits ranging from 30 minutes to 3 hours. Conversely most District and Borough Councils charge for parking in their car parks, so parking in premium locations (eg right outside shops) is free, whereas there is a fee for parking further away in a car park. Not only is this counter-intuitive but it can also lead to people driving around trying to find a free on street space. Some D&B's in the county still operate parking enforcement at a loss so additional income from parking charges would improve the financial situation. The enforcement of limited waiting bays can be time consuming and there are often complaints that visitors and local workers overstay the time limits when there is not an enforcement officer in the area, to the frustration of some businesses.
- 85 The decision as to whether charges should be introduced currently lies with local and joint committees.

Parking charges – Proposal

- 86 The council should support the introduction of on street parking charges (including the provision of free periods where it is financially viable and the best solution) to increase enforcement efficiency, churn and access to facilities.
- 87 The parking team should work with Local and Joint Committees to select trial locations where 'pay and display' would be beneficial, as part of the parking review process.

Red Routes

- 88 Where urban roads are heavily trafficked and there is a need to control parking to maintain the free flow of vehicles, it is normally sufficient to prohibit waiting and loading at specific times of day. However, this does not prevent vehicles stopping for the purpose of picking up and setting down passengers, which in itself can contribute to traffic congestion on very busy roads.
- 89 An alternative type of control to “no waiting” and “no loading” is the red route, which prohibits stopping. First introduced in London, red routes are now prescribed by the Department for Transport (DfT). Unlike a red route clearway, a red route has road markings and is more flexible as it does not need to operate for the whole day. Also, provision can be made for parking and loading at certain times.
- 90 DfT advice is that red routes are intended to be used strategically to deal with traffic problems assessed on a whole-route basis, not to deal with issues on relatively short lengths of road. As with a red route clearway, the prohibition of stopping extends to the verge and footway. A red route order should permit a licensed taxi to stop to pick up or set down passengers and the driver of a vehicle displaying a blue badge to stop to pick up or set down a disabled person. Drivers of other vehicles should not be permitted to stop for any purpose other than in an emergency.
- 91 As the name “red route” implies, the road markings are red, which means that a red route has to be introduced in isolation and cannot be combined with the more conventional yellow line restriction. It is not possible to introduce a peak-hour prohibition of stopping with waiting restrictions at other times; red and yellow lines cannot both be laid along the same length of road. Therefore red route controls either operate for 24 hours or, if overnight parking can be permitted, throughout the day, typically 7 am to 7 pm.
- 92 Provision will need to be made for loading where this is essential for businesses along the route and cannot be accommodated either off-highway or on adjacent roads. A red route can therefore include loading bays which operate either for the full duration of red route control or for some shorter period. Loading bays might not be required where the red route operates during daytime hours only and loading can take place overnight. Provision may be made for on-street parking, particularly for disabled badge holders, where there is no alternative (i.e. off-highway or on adjacent roads). Time-limited waiting by any vehicle might be required where small retail businesses, for example, could be adversely affected by red route controls. Parking and loading bays should normally be the exception rather than the rule and should be provided only over short lengths of road. To do otherwise could

undermine the concept of the red route, which is intended to provide a road free of stationary vehicles. However, where controls that operate throughout the day (e.g. 7 am to 7 pm) are primarily intended to prevent stopping during peak hours, it will not be necessary to restrict the provision of loading and parking bays if these are required only during off-peak periods. A bay may have dual use, e.g. used both by disabled badge holders and for loading.

Red Routes – Proposal

- 93 Red routes can be considered by Local/Joint Committees as part of the parking review process but their use should be limited to the primary route network (A Road or SPN 1) and used consistently along a clearly defined route where they would help maintain traffic flow.
- 94 The cost of implementing a red route could be high over a continuous length of road and camera enforcement is likely to be necessary. Implementation and enforcement costs should be identified in advance.

<h3>Camera Enforcement of Parking Restrictions</h3>

- 95 The enforcement of parking restrictions solely by camera is now only allowed for contraventions on School Keep Clears (SKC's), bus stop clearways/bus lanes and red routes. In this context this is where a parking contravention is identified by a camera operator (who would be a trained CEO) who then issues a PCN to the vehicle keeper through the post based on video evidence.
- 96 Vehicles equipped with Automatic Number Plate Recognition (ANPR) can also be used to gather information about parking contraventions but a CEO must place a PCN on the vehicle at the time of the offence in the conventional manner rather than the owner receiving it through the post.
- 97 As discussed above, if red routes were implemented in Surrey they could (and would need to) be enforced by camera to improve compliance.
- 98 Another application for camera enforcement is outside schools. In most districts and boroughs there are not enough CEOs to provide a presence outside most schools each day. Borough enforcement teams prioritise the neediest locations and rotate staff appropriately. Parking and driving behaviour usually improves when there is a CEO present but they cannot spread themselves thinly enough around all the schools each day. Cameras may help this situation.
- 99 Two main types of camera application are possible:
 - a) Static (fixed to lamp columns although they can be moved fairly easily). Advantages are that these are usually left in place for weeks or months and can have a longer term effect on behaviour. As camera hardware becomes cheaper, more can be purchased and rotated around schools as needed.

- b) Mobile (usually on a CCTV camera car). The vehicle can be purchased outright (higher upfront costs) or leased for periods of time as needed.
- 100 Both methods would require publicity and awareness campaigns with school users and parents to increase effectiveness. Our Road Safety and Active Travel Team would be involved with this work as well as selecting potential sites.
- 101 There are around 10 schools in each borough that might need regular camera enforcement, so that would equate to at least 110 around the whole county. Managing this operation could become quite onerous and expensive. The income from PCN's issued on SKC's would offset the cost however the operation might not be self-financing as compliance levels would be likely to increase significantly.

Camera Enforcement - Proposal

- 102 The council should approve the use of enforcement cameras where they are permitted to be used on the highway and set up trials with enforcement partners to determine the most effective means of enforcement (both in terms of compliance and cost) to help shape a longer term camera enforcement policy for SKC's.



Surrey Transport Plan: Parking Strategy

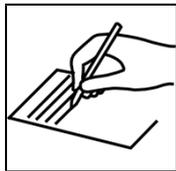
January 2020

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In writing

Surrey County Council
Strategy Group (Room 420)
Environment & Infrastructure Directorate
County Hall
Kingston upon Thames
Surrey KT1 2DN



By fax

020 8541 9447



By phone

03456 009 009
Minicom: 020 8541 9698



Online

Email: surreytransportplan@surreycc.gov.uk
www.surreycc.gov.uk/surreytransportplan

Surrey Transport Plan, 2011-2026

Parking Strategy

January 2020 Update

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Executive Summary

This is the Parking Strategy, one of the components of the Surrey Transport Plan.

Surrey has a high level of car ownership and use, relative to other counties in England, therefore it follows that the car is of huge significance to Surrey's residents. Certain towns in Surrey also suffer from severe congestion, which is an issue that can be influenced by parking provision and regulation. Consequently, the management of residential and town centre parking is an important function of the county council.

Surrey County Council's responsibilities in respect of parking include on street parking provision, civil parking enforcement, residential parking, Park & Ride in Guildford and parking demand management.

This strategy is designed to help shape, manage and deliver the county council's vision for parking:

"Provide parking where appropriate, control parking where necessary"

The objectives of the Parking Strategy are:

- Reduce congestion caused by parked vehicles
- Help enable greener and more sustainable travel choices
- Make best use of the parking space available
- Enforce parking regulations fairly and efficiently
- Provide appropriate parking where needed

To achieve these objectives and realise the vision for parking, work will be channelled through three main areas:

- Manage on street parking space to ensure optimum use through our parking review process
- Operation of civil parking enforcement – fair and cost effective with greater use of technology to achieve compliance
- Promotion of parking controls that can help improve sustainable and greener transport and communities. At the same time, the policies are intended to help achieve other objectives of the council, such as improving journey times, sustaining and enhancing the vitality of town centres and contributing to a reduction in carbon emissions.

1 Introduction

1.1 This Parking Strategy and the Surrey Transport Plan

This is the Parking Strategy, one of the components that makes up the Surrey Transport Plan.

1.2 The Surrey Transport Plan

Surrey's third local transport plan (LTP3) is called the Surrey Transport Plan. The plan came into effect in April 2011 and looks ahead to 2026.

The relationship between national and local policies, the overarching vision and objectives of the Surrey Transport Plan and the core strategies are summarised in a technical note which is available on the [County Council's website](#).

2 Background

The number of cars on Britain's roads and the number of households with regular use of one or more cars continues to rise, with the South-East of England leading the way in terms of multiple car ownership. In the whole of Great Britain in the late 1950s 75% of households had no regular access to a car and just 2% of households had two cars. By the late 2000s, the figure for households without a car had dropped by a third to 25%, whereas the figure for households with two cars had risen to 26%, with 6% of households having regular access to 3 or more. In the South-East by this time just 17% had no car (among the lowest in the country by region) while 40% had 2 or more cars (the highest regional figure). This rise in vehicle numbers is reflected by an ever-increasing pressure on, and demand for use of, the limited amount of parking space available.

It is therefore increasingly important and necessary for Surrey to control the use the finite amount of parking space in the county. In broad terms this means encouraging motorists to park in certain places while prohibiting them from parking in others. In this way we can limit congestion caused by parked vehicles, so helping traffic to flow and all road users to go about their business.

3 Management of on street parking

3.1 Problems, Challenges and Opportunities

The management of parking, in particular in built up areas, has become increasingly important for local authorities, as the number of vehicles on the roads increases. There are a number of regular issues raised by residents, businesses and road users. These tend to concern either a lack of available parking space or inconsiderate parking, or a combination of the two. Increasing the amount of on street parking space is rarely possible and so the council has to try and find ways to make best use of the limited space, providing parking for those that most need it while not ignoring the broader requirements of all road users. By restricting parking where demand exceeds supply, and providing alternative means of access to such areas, the pressure on the space available can be better controlled.

This section looks at the more common problems that arise and some of the ways of addressing those problems, as well as considering the demands on the available parking space and means of reducing that demand.

3.2 Options

3.2.1 Curfew Parking

Very often on street parking congestion is caused by all day parking by non-residents. Near railway stations or transport hubs, this is usually "commuter parking" by people driving to the station and then taking the train to travel to their place of work. In town centres it is likely to include shop and office staff who use their car as the means of travelling to and from work. The resultant congestion can very often be eliminated by introducing short term parking restrictions of an hour or two duration.

However, such curfew parking cannot be considered in isolation. Firstly there is the problem of displacement. Many drivers will continue to drive and park and move to the nearest alternative location. The curfew parking does not then eliminate the problem, but simply shifts it. Consideration also must be given to the need for the vehicles to be parked somewhere. Although parking restrictions can be a catalyst to changing behaviour and encouraging a shift away from cars and to public transport, in some cases the car is a person's only viable means of travelling to and from work.

Displacement can be countered in two ways. Either the area covered by the curfew parking is large enough that the people who were parking and causing the congestion, change their behaviour. For example, where there is commuter parking near a railway station, there is a limit how far people are prepared to park and walk to the station.

If the curfew parking extends beyond that limit, it is likely that people will either find another way to get to the station, or park somewhere else nearby, such as in a car park, or they will find a different station to use near where they can park for free. This leads on to the other means of countering the problem of displacement, which is making sure that there is an adequate provision of suitable alternative parking. In most cases this would mean off street parking in either council or private car parks. It may also be possible to retain some parking provision within the controlled curfew area to minimise the effects of displacement or counter the lack of alternative parking arrangements.

3.2.2 Resident permit schemes and controlled parking zones

Although curfew parking can help deal with the problem of commuter parking, the restrictions apply to all road users, including local residents, who are unable to park in their road for a short period each day. Unless they have sufficient off-street space, this would clearly bring new problems of its own. If it is the case that residents need to be able to park throughout the day, the county council would consider introducing a permit scheme for residents. This would allow them to park in designated areas during the restricted times, provided their cars are displaying a valid permit. In this way the commuter parking problem can be solved without having an adverse effect on residents. Such a scheme would also generally contain provision for permits for residents' visitors, for medical personnel that need to make house calls and for people who are housebound and rely on carers.

In some cases, it may be necessary to consider a larger area as a whole, in which it is necessary to introduce parking controls in a number of streets. This is likely where there are other people, apart from residents, who need to park during the restricted times, for example to do some shopping. In this case the county council would consider putting in place a controlled parking zone (CPZ), which is an area, indicated by zone entry signs, in which all the kerb space is subject to some form of control.

In certain limited cases, it may be necessary to consider issuing permits to businesses that operate in CPZs. The number of these should be very small, if any, and they should only be for vehicles that are essential for the operation of the business and for which no alternative parking (either on street or off street) is available. They should not be issued to allow staff to park all day while at work, and to this end it is best if their use is time limited during the course of the operational hours of the zone.

We will implement residents permits parking schemes (and other parking management schemes) as part of local transport and parking strategies (subject to consultation) otherwise requests for residents parking schemes (permit parking schemes including parking management schemes) will only begin to be considered where there is sufficient demonstrated support and there is no detrimental impact on surrounding roads.

3.2.3 School Run Parking

School run parking is an issue close to many schools across Surrey, where problems are generated by parents dropping off or picking up their children. Although in many instances the schools do all they can to encourage parents to park lawfully and considerately, it is clear that very often this does not happen. There is however only a limited amount that can be achieved by the introduction of parking restrictions, as there are exemptions to most restrictions that allow stopping for a short time to drop off or pick up passengers. In addition as all the children tend to arrive and leave at the same time and parents try and park as close as possible to the school, it is a concentrated problem for a relatively short period of time.

This is a problem that requires a broad approach and the county council's Safer Travel Team works with schools across the county to produce School Travel Plans which are designed to promote sustainable travel and reduce the reliance on the use of cars for the school run. The police are also sometimes involved through their community policing teams, as problems are often caused not so much by illegally parked cars but by cars that are parked in such a way that they are causing a danger or obstruction. The Safer Travel team may also carry out assessments in line with our Safety Outside Schools Policy which may recommend changes to parking restrictions.

Any restrictions designed to tackle parking problems near schools will require careful analysis. They should only be installed if certain to achieve the desired result and satisfy expectations.

Further policy will be developed on the enforcement of School Keep Clear markings following trials during 2020.

3.2.4 Footway parking

Vehicles parking on footways are an issue at many locations across the county. They can cause damage to the footway itself, whether churning up grass verges or breaking paving stones, as well as to underground infrastructure, such as gas pipes or electricity cables. In addition they can obstruct the footway and so deny pedestrians access to that part of the highway – this can particularly affect people in wheelchairs or those pushing prams.

Under current legislation, taking action against vehicles parking on the footway is not straightforward. Although the police can take action if a vehicle is causing an obstruction, the county council could only take action if it first made a traffic regulation order and then erected signs where the order applied. The implication of introducing a restriction on footway parking throughout the county is clearly that it would necessitate the erection of a vast number of signs.

In addition there are certain locations where vehicles have traditionally parked partly on the footway in order to maintain a wide enough thoroughfare on the carriageway, and although the county council does not condone the activity, for the reasons

mentioned above, it is understandable why it happens. Another option in such cases could be to reinforce and possibly widen the footway, so that it was able to accommodate formal parking bays, and hence legitimise the practice. In many cases however the roads are not suitable for this type of action, often being too narrow to allow it. It is also a very costly measure.

The county council therefore looks at the issue of footway parking, whether to legitimise it or take steps to curb it, at a local level depending on the particular circumstances. We also support proposals to decriminalise footway obstruction so that it can be enforced by civil enforcement officers, as the police do not have sufficient resources to carry out as much enforcement as residents and other road users would like.

3.2.5 Serving of businesses, loading and unloading

It is in busier locations that parking tends to become a problem and controls are often introduced in town centres or where there are many shops and other small businesses. Although the controls are often designed to help local residents, it is important that the needs of businesses are not forgotten. This does not just mean making sure that their customers have somewhere to park but also that their suppliers can properly serve them. Introducing time limited parking bays near shops can improve customer access, but is hard to enforce efficiently and so is often abused, but this could be improved by also introducing on street charging at such locations. At the same time it is vital that there is provision made so that there is somewhere for suppliers to make deliveries and load or unload goods.

3.2.6 Red routes

Vehicles stopping even briefly, especially on busier roads, can very quickly cause congestion and the build-up of traffic. Following changes to the legislation and regulations, the use of red routes, where stopping is prohibited in almost all circumstances, is now available to all highway authorities. The county council should therefore consider their implementation, in line with available guidance, where they could help ensure the free flow of traffic.

3.2.7 Integrated parking approach

The county council has no direct control over the provision of off-street parking as this is primarily a matter for the districts and boroughs, nevertheless the county and districts work together to try and ensure that on street and off street parking provision complement each other. In most circumstances, the purpose of this should be to encourage motorists to park off street, particularly when parking for a long time. Where there is charging for parking, this can be achieved by having a higher tariff for parking at the prime locations, usually on street and closest to the motorists' likely destinations.

3.2.8 Other measures to help ease demand for on street parking

Car clubs – although these may not be so suitable for more rural areas, car clubs can be a considerable benefit in urban areas. As well as providing a financial benefit to its members, who do not have the ongoing costs involved with running a car, it also means that there are fewer cars on the road. The county council is working with a car club operator and a network of car club parking bays has gradually been introduced, and continues to expand, in the larger towns in the county. More details are available on the [Car Clubs](#) page on the county council's website.

Car sharing - a lot of people make the same journey as each other every day, such as travelling to work, or doing the school run. In most cases they each take their own car and each have to find somewhere to park at their destination. By simply sharing their car with other people making the same journey, the number of vehicles looking to park is reduced. The county council promotes this through the Surrey Liftshare scheme, details of which are available on the [Lift sharing](#) page on the county council's website.

Motorcycle parking - there is currently no great demand for parking bays exclusively for motorcycles (and other powered two wheelers) but use of these vehicles has increased in recent years. Not only can motorcycles help reduce traffic and parking congestion but they can also help contribute towards a reduction of carbon dioxide emissions. The county council will therefore consider the introduction of motorcycle parking bays in suitable locations, in order to accommodate the needs of existing and potential future users.

Park and Ride - by providing space to park in an area where it is freely available and then providing a means to transport the motorists to their destination, an authority can limit the on street congestion, where parking is more limited. Park and Ride is in operation within the Guildford area and it will be developed across the county as needs, resources and priorities permit.

Information technology - providing information to motorists about parking availability not only directs them to places where an authority wants them to park, but also stops them having to drive around in order to try and find somewhere to park. It therefore serves to help control parking and to reduce traffic congestion. Although this sort of technology is currently mainly used in relation to off street car parks, it is not inconceivable to see it also being used in relation to on street. This is particularly true given the rise in the use of in-car satellite navigation systems and smartphone apps, which are able to provide real time information. Using such systems would also obviate the need to install relatively expensive roadside displays.

Business travel plans - parking by business employees is often a contributory factor to parking congestion, particularly in town centres. The county council, through its Community Travel Team, works with businesses to develop travel plans in order to try and reduce the number of its employees that need to use their cars to commute to work. This may be through such initiatives as car sharing or by encouraging alternative means of travel, such as cycling or using public transport.

Varied parking bays – a vehicle's size obviously dictates how much kerb space it takes up when it parks. Providing shorter parking bays and restricting the length of vehicles that can park in them, would enable more vehicles to park in a particular stretch of road. In general smaller cars produce fewer carbon dioxide emissions and so encouraging the use of smaller vehicles would also assist other aims of the transport plan.

3.3 Appraisal of Options

These potential solutions have been assessed using a simple appraisal framework considering the interventions against the following criteria:

- policy compatibility, by assessing the contribution interventions will make to meeting policy objectives and statutory duties and to meeting the objectives of the Surrey Transport Plan itself, including impacts in relation to climate change and air quality;
- cost of implementation and requirement for future maintenance/operation taking into account potential funding opportunities;
- deliverability and risk, considering the likelihood of being able to implement interventions successfully within the life of the Surrey Transport Plan.

This analysis has helped to inform the preferred strategy.

3.4 Preferred Strategy

The county council should:

- introduce parking controls where necessary to make best use of the space available
- encourage the use of off street parking
- work closely with schools and other agencies to ensure the development and implementation of robust and effective school travel plans
- ensure adequate loading and unloading and disabled driver parking provision in all new parking schemes
- consider sustainable travel measures to reduce demand for on street parking, particularly in busy town centres
- consider ways to improve access to retail businesses
- consider the use of red routes to improve traffic flow

3.5 Delivery of Preferred Strategy

The county council makes changes to parking controls and restrictions, and introduces new ones, by way of regular reviews of parking in each borough and district. This is an established and reasonably well understood process which also

serves to save time and money by dealing with multiple locations together rather than individual locations in isolation. Nonetheless the statutory requirement to advertise changes in a newspaper and costs involved with implementation means that they come at a cost.

Funding sources for the delivery of the preferred strategy will be drawn from:

- LTP capital funding;
- Revenue funding; and,
- Other funding sources, including surplus on the parking account, development funding and potential opportunities presented by future central Government grants or challenge competitions.

The county council will work with partners, including the boroughs and districts, to seek to secure funding to deliver this strategy.

The following will be of particular importance:

- Aim to achieve as much as possible through engagement and education, particularly with regard to school and business travel plans, discouraging inconsiderate parking and promoting sustainable travel.
- Introduction of new parking controls relies on local committees allocating funding for parking initiatives – but there are many calls on the limited funding available to them. Alternatively funding for new parking controls could be made available through the Community Infrastructure Levy.
- In each borough and district there is an on street parking account, which balances income and expenditure from on street parking management (see section 5 for more information). Any surplus on this account can be used to help fund parking reviews.
- Where there is no parking surplus or other income, new proposals should only include restrictions that maintain road safety, prevent serious obstruction or improve essential access to facilities.
- Local and Joint Committees should look to introduce on-street parking charging to help improve access to retail businesses.

4 Operating civil parking enforcement efficiently, effectively and economically

4.1 Problems, Challenges and Opportunities

In the Secretary of State's statutory guidance, published under section 87 of the Traffic Management Act 2004 (TMA), it says that enforcement authorities should run their civil parking enforcement (CPE) operations "efficiently, effectively and economically". It goes on to say that it is a sensible aim to make the operation self-financing as soon as possible, and that if it is not self-financing, it should be affordable from within existing funding, and that neither national or local taxpayers should meet any deficit.

For the first few years that CPE was operational in Surrey, it ran at a financial deficit, and, as there was no specific alternative source of funding, the deficit was being met indirectly by the taxpayer. However in recent years, through close working with the borough and district councils, who manage on street parking on behalf of the county council through a series of agency agreements, CPE has been managed more efficiently and it now operates at no cost to the county council.

Going forward, particularly in the face of the considerable funding challenges facing local government, it is important that CPE continues to operate at no financial cost to the council. This can be done by increasing income or reducing expenditure, or a combination of the two.

The income to the parking account comes essentially from charges that are made in connection with parking – these are charges for parking permits, charges for other on street parking (eg pay and display or meters) or penalty charges, when motorists contravene the parking regulations and receive a parking ticket. Expenditure on the account is essentially to cover the costs involved with carrying out enforcement and administration and maintenance and upkeep of equipment and software systems.

The aim of a successful CPE operation is for 100% compliance, where all motorists park according to the regulations and therefore incur no penalty charges. So, although realistically total compliance is unlikely, income from penalty charges should not be counted on when seeking to provide a no cost service, as it will reduce as the operation improves. The county council would need to look at its income from other parking charges, offset against the costs of providing an on street parking management service when balancing the books. The council should also continue to work with the districts and boroughs to achieve operational efficiencies.

In addition the guidance from the Secretary of State stressed the need for local authorities to operate civil parking enforcement fairly, effectively and openly. This section will therefore look at ways of delivering civil parking enforcement which satisfy all the requirements of the guidance.

4.2 Options

4.2.1 Residents' parking permits

In 2011, the county council introduced a standard countywide minimum charge for residents' parking permits. Prior to this, there had been a large discrepancy in the cost of permits in different areas, with some having remained the same since the permit schemes had been introduced over 20 years before. As the costs were in some places so low, it meant that the income from permit charges did not cover the cost of administering and enforcing the scheme and so contributed to the CPE deficit. The county council's aim is for permit schemes to be self-financing and funded by those that benefit from them rather than the general taxpayer. So in order to provide a fairer system, and have less of a postcode lottery, the charging was harmonised. In order to ensure that a similar situation does not occur again, the council is committed to periodically review the charges.

The allocation of residents' permits in Surrey is done on a per household basis, with the number allowed being reduced dependant on the amount of off street parking available to members of the household. This limit on the number of permits issued if there is adequate off street parking available to the residents of a particular household, ensures that the use of off street parking is maximised.

In the past in many permit schemes, there was a limit of a maximum of two permits being issued to a household, regardless of the number of car owners/users living in the property. In most new schemes there is no maximum, and so the only limit is determined by the amount of off street parking available to members of the household.

Such an approach can potentially lead to a situation where there are more permits issued than spaces available. However as residents' permit schemes should only be introduced when parking by non-residents means that the available space is heavily oversubscribed, residents still have more space available than before the introduction of the scheme.

There may be circumstances where a tighter limit on the number of permits issued per household is still required, particularly where resident permit schemes already exist and the limit maintains the optimum balance between the needs of residents and those of the wider community.

The council will also consider introducing other variables to its permit charges in order to help address other objectives, such as reducing carbon emissions and controlling the number of vehicles on the roads. This could be achieved for example by increasing the cost of the second, and any subsequent, permits issued to one household.

4.2.2 Residents' visitors' permits

In most residents' parking schemes, residents are able to buy in advance permits that they can give to their visitors to allow them to park in the residents' permit bays for up to a day. These take the form of a piece of card, on which the details of the visitor's vehicle and the appropriate date are indicated. As with residents' permits,

the cost of these was standardised countywide in 2011 and the council is committed to periodically review the charge to keep it at a realistic level. In addition the county council should explore options for more flexibility in the provision of visitors' permits, both in terms of the cost and the length of stay that they allow.

There is a limit on the number issued to a household in one year in order to reduce the likelihood that they might be misused and/or sold on for profit, and to ensure that their overuse does not impact unduly on residents' ability to find parking space. However there can be particular circumstances where a resident uses up their allocation early and has a valid reason for needing extra permits. Although the issue and use of the permits needs to be monitored and controlled, there should be discretion for the issuing authority to issue more/fewer visitor permits as particular circumstances allow.

It is important to always make it clear that the permits remain the property of the council, and that if abuse of the scheme is believed to be taking place, the permits are invalidated.

4.2.3 Business parking permits

As mentioned previously in this strategy, there may on rare occasions be a case for issuing permits to businesses, but their issue and use should be tightly controlled. Such a permit should only be issued where commercial necessity is shown, and as such it is reasonable for the charge for a permit to reflect a rate more comparable to other commercial parking provision, such as car park season tickets. Again the council is committed to periodically review the charge to ensure it is at an appropriate level.

4.2.4 Child care permits

As the number of permit parking schemes has increased the demand for a permit for people providing regular child care has increased. As this is an increasingly common situation, the county council should consider options around the introduction of a permit for residents who have regular childcare needs.

4.2.5 On street parking charges

Time-limited on street parking is a good way of ensuring turnover of parking provision, which is particularly useful in and near shopping streets. Although this can be achieved by limiting the amount of time a vehicle can be parked and then prohibiting its return for a set amount of time, this is time-consuming and labour intensive to monitor for compliance and enforce. These issues contribute to non-compliance.

On street charging can also be used as a means of helping control the number of vehicles parked on street, when it is dovetailed with off street parking provision. In many parts of Surrey there is a charge for parking in off street car parks, while parking on street remains free of charge. This has led to an increased demand for on street spaces which could be better controlled by the introduction of on street charging.

In addition, monitoring the compliance of and enforcing paid for parking is more straightforward and therefore more cost-effective and efficient. Where parking is free an enforcement officer has to note the vehicle registration number of all the cars and the time and then return after the maximum time allowed and see whether any of cars are still there. If they are, the officer can take action, but only if he/she can be sure that the car has been there the whole time. (If the maximum parking time is 2 hours with return prohibited within 1 hour, the officer would need to be sure that the car had not left shortly after the first observation and returned over an hour later and happened to find the same space free to park in again). Also it is possible that when the officer first recorded the registration numbers of all the cars, any number of those cars could have already been parked for a considerable time, but the officer has no way of knowing how long that may have been.

If parking is paid for, an enforcement officer has the means on the first visit of knowing if each car is legitimately parked or whether it has overstayed, because there is some form of indicator which shows when the car is due to leave or have left the parking place.

The county council will consider options for on street charging in areas requiring turnover of vehicles or that have regular commuter parking. There would be some start up costs, not least of which would be the provision of pay and display machines, but advances in technology would allow the county council to minimise the initial outlay.

Modern pay and display machines are battery operated or solar powered so avoiding the expense involved with linking them to existing electrical power sources, although this should remain as an option. There are also many methods of cashless payment for on street parking, such as using a mobile phone or a debit/credit card, which mean fewer pay and display machines need to be installed.

4.2.6 Waivers and suspensions

In all our TROs there is provision made for the issue of waivers (also called waiver certificates or dispensations) to allow vehicles to park when they would not normally be allowed to do so, eg on yellow lines or in restricted parking bays, and also for parking bays to be suspended. There are a number of reasons that a waiver might be issued or a bay suspended, such as ensuring removal lorries can park outside the relevant house, or facilitating the work of a film crew, or assisting parking for vehicles involved in building works.

There is legislation (The Local Authorities (Transport Charges) Regulations 1998) which allows local authorities to levy a charge for waivers and suspensions in order to cover the administrative cost, and most authorities do so. There is considerably more work involved in suspending a bay than in issuing a waiver certificate, as it requires advanced warning notices to be put up, and then replaced with signs advising that the bay is suspended, which need removing once the suspension is completed.

Administration of waivers and suspensions is carried out on behalf of the county council by borough and district parking teams and there is an agreed charging regime in place, which, as with other charges, needs regular review.

4.2.7 Paper-free permits

In most areas in the county, permits, waivers and paid for parking all involve the display of a physical document of some shape and size in the vehicle. Technology exists which makes this unnecessary and the county council, working with its partners, should be looking to phase out physical permits as soon as reasonably possible. Not only would this reduce waste and be more sustainable but also improve convenience and save time, as permits or waivers could be issued and be valid instantly.

4.2.8 Civil enforcement officers

The regular on street presence of civil enforcement officers (CEOs) is a significant tool in ensuring that motorists comply with parking regulations. Conversely, where motorists believe that the attendance of a CEO is unlikely they are more likely to park in contravention. Although there needs to be a balance between the costs involved in employing CEOs and the benefits gained, there must be a suitable number of CEOs patrolling in order for enforcement to be an effective means of encouraging compliance with the regulations.

4.2.9 New enforcement initiatives

The civil enforcement officer patrolling the streets and, if necessary, issuing parking tickets is still the predominant image and commonest form of the enforcement of parking regulations. There are other options of enforcement used by many authorities to enhance the standard on street capability.

The potential receipt of a parking ticket is often a significant enough threat to ensure motorists comply with parking regulations, although this is not always the case. There is a significant minority of drivers who fail to register their vehicles with DVLA, or register incorrectly. In this way it is very difficult for enforcement authorities to pursue payment of outstanding parking tickets and these drivers persistently evade payment. There are other motorists who see the cost of parking tickets as a mere inconvenience and who therefore persistently offend and fail to comply with parking regulations.

Legislation allows for the clamping and removal of vehicles that park illegally, and although in the past other authorities have been accused of being over zealous in their use of these sanctions, properly targeted use of clamping and removal can not only provide a stronger deterrent but can also have popular support. Providing a removal capability requires a significant initial outlay as there is the need for the removal lorries as well as a secure pound in which to store removed vehicles. Clamping does provide a much more readily available capability, with significantly lower overheads and start up costs and the council will consider this as an option to target persistent evaders and persistent offenders.

Although CCTV cameras can no longer be used for the enforcement of most parking contraventions, it is still allowed in certain cases, in particular those where there is a prohibition on stopping, rather than waiting (such as on Keep Clear markings outside schools and on bus stop clearways), or for contraventions in bus lanes, where traditional enforcement by CEO is less effective. Although initial costs can be high, the use of cameras in these cases can significantly improve compliance, and the county council will explore possibilities for using them.

4.2.10 Cancellation policy

The guidance produced under the TMA 2004 encourages a transparent approach to parking enforcement and authorities are encouraged to publicise their policies and procedures. In consultation with the districts and boroughs, the county council has developed a policy outlining the reasons why a penalty charge notice may be cancelled. This is shown as *Appendix 1: Penalty Charge Cancellation Policy*.

4.2.11 Targets for on street compliance

There is little compliance monitoring carried out in Surrey by either the county council or the borough/district councils. This makes it very difficult to evaluate the effectiveness of the parking enforcement operation and to recognise any changing trends in driver behaviour. The simplest method to check compliance is to carry out regular surveys of parked vehicles, although this is labour intensive and time consuming. Demonstrating compliance, and the associated benefits in terms of turnover and availability of parking space, can be an important tool in promoting public acceptance of civil parking enforcement, and so the council should look to increase its monitoring regime.

4.3 Appraisal of Options

These potential solutions have been assessed using a simple appraisal framework considering the interventions against the following criteria:

- policy compatibility, by assessing the contribution interventions will make to meeting policy objectives and statutory duties and to meeting the objectives of the Surrey Transport Plan itself, including impacts in relation to climate change and air quality;
- cost of implementation and requirement for future maintenance/operation taking into account potential funding opportunities;
- deliverability and risk, considering the likelihood of being able to implement interventions successfully within the life of the Surrey Transport Plan.

This analysis has helped to inform the preferred strategy.

4.4 Preferred Strategy

The county council should:

- run its civil parking enforcement operation in line with government guidance
- consider options for encouraging more sustainable travel options
- introduce on street charging for short and long term parking where demand is highest
- explore all enforcement options with a view to providing the most efficient regime possible
- monitor the enforcement regime and its effectiveness
- embrace technological advances in payment processes, including paying by phone or app
- phase out paper permits and waivers
- regularly review all on street parking charges and fees to ensure that they are set at the appropriate level

4.5 Delivery of Preferred Strategy

Funding sources for the delivery of the preferred strategy will be drawn from:

- LTP capital funding;
- Revenue funding; and,
- Other funding sources, including surplus on the parking account, development funding and potential opportunities presented by future central Government grants or challenge competitions.

The county council will work with partners, including the boroughs and districts, to seek to secure funding to deliver this strategy.

The following will be of particular importance:

- The county council will continuously look at ways to deliver a more efficient and cost effective on street parking management operation.

5 Parking provision and policies

5.1 Problems, Challenges and Opportunities

With the ever increasing numbers of vehicles on the road and consequent demand for parking space, the county council is mindful of the need to manage the use of the highway for parking. The provision and management of off street parking space is largely the domain of the borough and district councils, but there are two areas where the county has some influence. These are when new developments are built, both residential and business, and where new residents permit schemes are being introduced.

With regard to on street parking provision there are some further controls that the county council can use, some of which are more discretionary in nature. These are considered in this section

5.2 Options

5.2.1 Parking spaces for new developments

Although the borough and district councils have responsibility for planning applications and decisions, the county council produces guidance about how much parking should be provided when new developments are being built. This guidance, entitled Vehicular and Cycle Parking Guidance, is available on the [Parking Strategy](#) page on the Surrey County Council website.

5.2.2 Off street spaces in resident permit schemes

As mentioned earlier, where there is a resident permit scheme, there should still be a limit on the number of permits issued if off street parking is available, in order to ensure that the use of off street parking is maximised. However many garages and off street spaces were built or installed at a time when cars were generally smaller than they are today and they are no longer large enough to be considered a usable parking space. It is therefore necessary to define the necessary dimensions for garages, hard standings and driveways to be considered large enough to count as an off street parking space. This is detailed in Appendix 2.

5.2.3 Access protection markings

Access protection markings (APMs) are white elongated 'H' shaped lines that are painted onto the road to draw attention to a driveway or access. There is a common misconception that they are intended to stop parking which is not the case as they are only advisory markings and have no legal standing. In line with government guidance, which suggests that they should only be used sparingly, as overuse can compromise their impact and effectiveness, the council's current policy is to only install them if the presence or extent of an access is not clear (for example where the footway's kerb is very low making it difficult to notice the difference between the raised and dropped areas) or when there is an access within a parking bay marked out on the road.

Nonetheless the council receives a large number of request for APMs when the presence of a driveway is perfectly clear, but people choose to park inconsiderately, which can make use of the drive difficult. On some occasions the installation of an APM can help encourage more considerate parking but it cannot be guaranteed to do so. As an APM is of potential benefit only to the resident who applied for it, it is reasonable that the cost of implementing it should not be borne by the general taxpayer, and so the county council will introduce a charge for assessing an application and a charge for installation of an APM, in the event of a positive assessment.

5.2.4 Disabled parking bays

Wherever on street parking is controlled, disabled bays should be provided for the use of blue badge holders. The Department for Transport provides guidelines on the location of such bays (in Traffic Advisory Leaflet 5/95), but in summary they should be provided within 50 metres of the likely destinations (e.g. bank, post office, larger shops). It is also essential that these bays are regularly patrolled by enforcement officers in order to ensure that they are not misused by those who do not need them.

As well as providing disabled parking bays in areas where parking is controlled, there are a number of bays in areas where parking is unrestricted, in order to make it easier for disabled people to park close to their home. Although these bays have no legal standing, they are in general respected by other drivers and left for the use of those that need them. In order for us to consider installing a bay, there must be a blue badge holder living at the property and the car that the blue badge holder uses has to be registered at the address. We will not install a bay if there is suitable off street parking or if the road is not wide enough to accommodate the bay and still allow the free flow of traffic (including larger vehicles). In all cases we carry out a site check before approving an application for a bay and we will only install one if we think it is necessary and the road conditions allow it (for instance we would not put a bay within 10 metres of a junction or where a vehicle parked in it could cause a potential danger to other drivers). Following recent changes in road marking regulations, the county council should review its policy in relation to the provision of these bays.

5.2.5 Discretionary road markings

Road markings and road signs are prescribed by the Department for Transport (DfT) in the Traffic Signs Regulations and General Directions 2016 (TSRGD), and guidance on their use is provided in the Traffic Signs Manuals. The reason for the signs and road markings being prescribed is so that they are applied consistently nationwide, in order to reduce the chance of confusion or misunderstanding by motorists.

There are some variations, contained in the TSRGD, such as specifying which sort of permit holder may use a particular bay, but these variants are also prescribed. Where signs are needed that do not appear in the TSRGD, an application can be made to the DfT for special authorisation to use a non-prescribed sign. This is quite a lengthy process and the department will only grant authorisation if it is satisfied that

the meaning of the sign is clear. However, the DfT is not keen on permitting non-prescribed signs to be used and will only do so with solid justification.

Similarly with road markings, there are some variations contained in the TSRGD, such as for the width of parking bays, in order to allow some accommodation of particular local circumstances, but the bays still have to conform to prescribed maximum and minimum dimensions. The widths of the lines used for bay markings should normally be 50 millimetres, although they can be 75mm if greater emphasis is needed, or 100mm in very specific circumstances in block-paved areas. Apart from a few specific types of bay, such as a taxi rank, all the road markings for parking bays are white.

There are three prescribed widths for yellow lines. They should normally be 75mm in roads with a speed limit of 40mph or less and 100 mm in roads with a higher speed limit. They may however be only 50mm wide in roads "in areas regarded as environmentally sensitive".

The colour of the yellow for these lines is also prescribed with standard yellow being used on all occasions, except in environmentally sensitive areas, where paler yellow (so called 'primrose lines') may be used if the standard colour is considered too obtrusive.

The thinner 50mm wide lines and paler colours must be restricted to areas which are environmentally sensitive, which are conservation areas, designated areas of outstanding natural beauty or sites of special scientific interest. Even in such locations it is not essential to use these variations, but they could be used if deemed appropriate. The lines should not be used excessively or in inappropriate locations, as it would lessen their effectiveness and they tend to need repainting more often so increasing maintenance costs.

5.3 Appraisal of Options

These potential solutions have been assessed using a simple appraisal framework considering the interventions against the following criteria:

- policy compatibility, by assessing the contribution interventions will make to meeting policy objectives and statutory duties and to meeting the objectives of the Surrey Transport Plan itself, including impacts in relation to climate change and air quality;
- cost of implementation and requirement for future maintenance/operation taking into account potential funding opportunities;
- deliverability and risk, considering the likelihood of being able to implement interventions successfully within the life of the Surrey Transport Plan.

This analysis has helped to inform the preferred strategy.

5.4 Preferred Strategy

The county council should:

- encourage the provision of suitable amounts of off street parking on new developments
- encourage the maximum use of off street parking by residents and businesses
- provide disabled parking bays and access protection markings where appropriate
- only use discretionary road signs and markings sparingly and in accordance with the relevant guidelines

5.5 Delivery of Preferred Strategy

Funding sources for the delivery of the preferred strategy will be drawn from:

- LTP capital funding;
- Revenue funding; and,
- Other funding sources, including surplus on the parking account, development funding and potential opportunities presented by future central Government grants or challenge competitions.

The county council will work with partners, including the boroughs and districts, to seek to secure funding to deliver this strategy.

The following will be of particular importance:

- Control of the use of discretionary road markings to guard against over use
- Engagement with borough and districts and developers with regard to parking provision on new developments

6 Strategy Toolkit

Measures and interventions related to the Parking Strategy	Contribution to Objectives				Strategy which is the main promoter of the measure
	Eff	Rel	Saf	Sus	
Infrastructure Measures					
Park and Ride	✓	✓			Local Bus
Management of Infrastructure					
Curfew parking	✓			✓	Parking
Parking/loading restrictions	✓	✓	✓		Parking
Controlled Parking Zones (CPZs)	✓		✓		Parking
School run parking – restrictions			✓		Parking
Minimum disabled bay provision	✓		✓		Parking
Loading/unloading bay provision	✓	✓	✓		Parking
Discretionary road markings	✓		✓		Parking
Waivers and suspensions	✓		✓		Parking
Civil parking enforcement officers	✓				Parking
CCTV parking enforcement	✓				Parking
Promotional and Behavioural Measures					
School travel planning	✓	✓	✓	✓	Travel Planning
Car clubs	✓			✓	Travel Planning
EV Charging Policy	✓	✓		✓	Travel Planning
Car share database	✓			✓	Travel Planning
Workplace travel planning	✓	✓	✓	✓	Travel Planning
Information Provision					
On-street parking Variable Message Signs	✓	✓			Parking
Off-street parking Variable Message Signs	✓	✓			Parking
Pricing Measures					
Pay and Display	✓			✓	Parking
'Pay by Phone'	✓			✓	Parking
Visitors' parking permits	✓			✓	Parking
Resident parking permit scheme	✓			✓	Parking
Differential parking charges	✓			✓	Parking
Other Measures (including Land Use Measures)					
Integrated approach to on/off street parking	✓	✓	✓	✓	Parking
Parking standards guidance for new developments	✓			✓	Parking

Appendices

Appendix 1: Penalty Charge Cancellation Policy

The guidance produced under the TMA 2004 encourages a transparent approach to parking enforcement and authorities are encouraged to publicise their policies and procedures. With its agents, the county council has developed the following policy outlining the reasons why a penalty charge notice may be cancelled.

On-street Penalty Charge Notices

Please refer to the chart below that gives an explanation of the contravention code and indicates circumstances where cancellation will be considered, it is important to note that this information is for guidance and that each case will be considered on its individual merits

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Circumstances in which the cancellation of a Penalty Charge Notice (PCN) will be considered (marked ✓)

Contravention Code

Blue badge holders	Loading/unloading	Vehicle broken down	Vehicle stolen	Pay & display (P&D)	Permits
No badge and or clock displayed - fallen from windscreen, displayed incorrectly (details face down) or obscured - PCN will normally be cancelled on the first occasion if proof of a valid Blue Badge is provided	Information is needed to show that the vehicle was loading or unloading and goods were bulky or pre-ordered	Supporting information is normally needed to show that the vehicle was broken down and could not move	Supporting information is normally needed to show the vehicle was taken without consent and it was not in the owner's control	Ticket fallen down, not correctly displayed or obscured - PCN will normally be cancelled on the first occasion if there is proof that driver was in possession of a valid P&D ticket	Fallen down, obscured, not correctly displayed, or not validated - PCN will normally be cancelled on the first occasion if there is proof the driver was in possession of a valid permit

DRAFT

1	Parked in a restricted street during prescribed hours (parked on single/double yellow lines when restrictions are in force)	✓	✓	✓	✓		
2	Parked or loading/unloading in a restricted street where waiting and loading/unloading restrictions are in force (parked on single/double yellow lines when loading restrictions, marked by yellow kerb 'blips', are in force)			✓	✓		
4	Parked in a meter bay when penalty time is indicated						
5	Parked after the expiry of paid for time in a P&D only bay (parked after the displayed P&D ticket has expired)	✓	✓	✓	✓	✓	
6	Parked without clearly displaying a valid P&D ticket in a P&D only bay (the P&D ticket is not visible, obscured or invalid)	✓	✓	✓	✓	✓	
7	Parked with additional payment made to extend the stay beyond the expiry of the time initially purchased (meter feeding)						
8	Parked at an out-of-order meter during controlled						

DRAFT

	hours						
9	Parked displaying multiple pay & display tickets where prohibited						
10	Parked without clearly displaying two valid pay and display tickets when required						
11	Parked without payment of the parking charge						
12	Parked in a residents' or shared use (permit holder/P&D) parking place without clearly displaying either a permit, voucher or P&D ticket issued for that place (permit or P&D ticket is not visible, obscured or not valid for that parking place - e.g. a P&D ticket displayed in a resident permit holder only bay)	✓	✓	✓	✓	✓	✓
14	Parked in an electric vehicles' charging place during restricted hours without charging						
16	Parked in a permit space without clearly displaying a valid permit (permit is not visible, obscured or invalid)	✓	✓	✓	✓		✓

DRAFT

18	Using a vehicle in a parking place in connection with the sale or offering or exposing for sale of goods when prohibited						
19	Parked in a residents' or shared use (permit holder/P&D) parking place displaying an invalid permit, an invalid P&D ticket or an invalid voucher	✓		✓	✓	✓	✓
20	Parked in a loading gap						
21	Parked in a suspended bay/space or part of bay/space			✓	✓		
22	Re-parked in the same parking place within one hour (or other specified period) of leaving (applies to pay and display visitors and users of free parking bays only)	✓	✓	✓	✓		
23	Parked in a parking place not designated for that class of vehicle (e.g. a car parked in an ambulance bay)		✓	✓	✓		
24	Not parked correctly within the markings of a bay or space		✓	✓	✓		
25	Parked in a loading place during restricted hours without loading		✓	✓	✓		

DRAFT

26	Vehicle parked more than 50cm from the edge of the carriageway and not within a designated parking place (double parking)		✓	✓	✓		
27	Parked adjacent to a dropped footway (parked in front of access to a driveway or a dropped kerb at a junction)			✓	✓		
30	Parked for longer than permitted	✓	✓	✓	✓		
35	Parked in a disc parking place without clearly displaying a valid disc						
36	Parked in a disc parking place for longer than permitted						
40	Parked in a designated disabled person's parking place without clearly displaying a valid disabled person's parking badge (badge is not displayed, obscured or invalid)	✓	✓	✓	✓		
41	Parked in a parking place designated for diplomatic vehicles						
42	Parked in a parking place designated for police vehicles						

DRAFT

45	Parked on a taxi rank			✓	✓		
46	Stopped where prohibited (on a red route or clearway)						
47	Parked on a restricted bus stop or stand			✓	✓		
48	Parked on a restricted area outside a school during termtime (parked on the 'School Keep Clear' markings when the restriction is in force)			✓	✓		
49	Parked wholly or partly on a cycle track						
55	A commercial vehicle parked in a restricted street in contravention of the Overnight Waiting Ban (applies to vehicles heavier than the maximum weight specified on signs)		✓	✓	✓		
56	Parked in contravention of a commercial vehicle waiting restriction						
57	Parked in contravention of a coach ban						
61 62	Parked with one or more wheels on any part of an urban road other than a carriageway (footway parking)						

99	Stopped on a pedestrian crossing and/or area marked by zig-zags			✓	✓		
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Please note that greyed out Contravention Codes are not generally enforced in Surrey Districts

Appendix 2: Size of off-street parking spaces in relation to on-street permit schemes

These measurements are guidelines and like the parking standards in Appendix 2, there should be some flexibility in their application depending on the local circumstances. For example if a resident has a very small car, they would be expected to use an off street parking space if it were possible to do so, even if it was smaller than the sizes discussed below.

It is also important to note that these guidelines relate only to existing off street spaces, where a resident permit scheme is in operation or about to be introduced, and they have no link to the dimensions required for a new vehicle cross over, which are judged using different criteria.

A standard car parking space is 4.8 metres long by 2.4 metres wide, and is a starting point for consideration. The average length of a car today is about 4.5m with a width of about 1.8m, with larger family cars being about 4.8m long. A garage length of 5.0m should therefore be able to comfortably accommodate the vast majority of cars on the road. The width of cars varies less than the length and although 2.4m would be a sufficient width to be able to park a car in a garage, an extra width of 20 centimetres should be allowed to allow the driver to get in or out of the vehicle. This therefore gives a minimum size for a garage of 5.0m long by 2.6 m wide.

For hard standings and driveways, the standard space size of 4.8m by 2.4m should be sufficient as a minimum, where the space is unobstructed on at least two non-parallel sides. If however there is a structure (e.g. a wall, fence or cultivated hedge) on both sides, the minimum width should be the same 2.6m as for a garage. If the space is accessed through gates, the minimum length should be extended to accommodate the opening and closing of the gates.

Where there are two off street spaces in a line, the minimum length should be extended to 10m to allow some clearance between the two vehicles. If there are two off street spaces in parallel with each other, width should be extended to 5.0 metres if there is a structure on one side and to 5.2 metres if there is a structure on both sides of the spaces.

Annex 3

EIA Title	Parking Strategy Update			
Did you use the EIA Screening Tool? (Please tick or specify)	Yes (Please attach upon submission)	X	No	

1. Explaining the matter being assessed

What policy, function or service change are you assessing?	<i>On Street Parking Management and Regulation.</i>
Why does this EIA need to be completed?	<i>For evaluation of impact before Cabinet approval of new policy</i>
Who is affected by the proposals outlined above?	<i>Surrey residents and all highway users. The proposals may have a specific impact on old, young, disabled residents or those with a socio-economic disadvantage.</i>
How does your service proposal support the outcomes in the Community Vision for Surrey 2030?	<p>Residents live in clean, safe and green communities where people and organisations embrace their environmental responsibilities. The proposals in this report include changes to resident permits that will encourage the use of off street parking thus freeing up road space. Setting increasing charges for multiple permit applications could encourage few multi vehicle applications from a single household. Other proposals include ways of improving safety outside schools and reducing antisocial pavement parking.</p> <p>Businesses in Surrey thrive. Regular parking reviews help keep pace with changes to the wider built environment and the introduction of improved limited waiting facilities near shops and businesses will improve access to them for customers and deliveries.</p> <p>Journeys across the county are easier, more predictable and safer. Regular parking reviews can keep on top of obstructive parking issues and new powers to introduce red routes and camera enforcement can help improve traffic flow and safety.</p>



	<p>By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are able to achieve their full potential and contribute to their community and no one is left behind. The provision of disabled parking bays, medical permits, carers permits for no charge to the applicant will help improve the mobility of disabled residents as well as access to more vulnerable residents who are in need of care by medical staff or relatives.</p>			
<p>Are there any specific geographies in Surrey where this will make an impact? (Please tick or specify)</p>	County Wide	X	Runnymede	
	Elmbridge		Spelthorne	
	Epsom and Ewell		Surrey Heath	
	Guildford		Tandridge	
	Mole Valley		Waverley	
	Reigate and Banstead		Woking	
	Not Applicable			
	County Divisions (please specify if appropriate):			
<p>Briefly list what evidence you have gathered on the impact of your proposals?</p>	<p><i>Consultation with district and borough enforcement teams</i></p>			

2. Service Users / Residents

There are 10 protected characteristics to consider in your proposal. These are:

1. Age including younger and older people
2. Disability
3. Gender reassignment
4. Pregnancy and maternity
5. Race including ethnic or national origins, colour or nationality
6. Religion or belief including lack of belief
7. Sex
8. Sexual orientation
9. Marriage/civil partnerships
10. Carers protected by association

Though not included in the Equality Act 2010, Surrey County Council recognises that socio-economic disadvantage is a significant contributor to inequality across the County and therefore regards this as an additional factor.

Therefore, if relevant, you will need to include information on this. Please refer to the EIA guidance if you are unclear as to what this is.

Age, Disability and Carers protected by association

What information (data) do you have on affected service users/residents with this characteristic?

Older people drive and use parking related services like everyone else however they are more likely to be in need of carers permits.

Younger people may need childcare at home by a paid carer. We are planning to provide childcare permits to cater for this.

Impacts (Please tick or specify)	Positive	x	Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
<i>Carers permits will be provided free of charge (instead of £10)</i>	<i>Reduced cost means more likelihood of uptake/less impact</i>		<i>Web page info</i>	<i>April 2020</i>	<i>D&B Teams</i>	
Childcare permits will be provided which were not previously available	Child carers more able to park near property		Web Page info	April 2020	D&B Teams	

**What other changes is the council planning/already in place that may affect the same groups of residents?
Are there any dependencies decisions makers need to be aware of**

None identified

Any negative impacts that cannot be mitigated? Please identify impact and explain why

None identified

Socio-Economic Impact

What information (data) do you have on affected service users/residents with this characteristic?

The policy review includes proposed increases to the cost of parking permits for residents and visitors. This will make the cost of running a car more expensive if it is to be parked on the road in a permit scheme. This could impact car owners on low income.

Impacts (Please tick or specify)	Positive		Negative		Both	X
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
<p><i>Additional costs – £30 per year for first permit and £25 for second, £55 for third permit</i></p>	<p><i>Running a vehicle can be expensive, costs (insurance, servicing, repairs, VED) can be £150 per month not including fuel and purchase/lease costs. Total costs could be £400 per month. An annual on street parking permit currently costs £50 per year (£4.16 per month) and will rise to £80 (£6.67 per month). Second and subsequent permits currently cost £75 per year (or £6.25 per month) and will rise to</i></p>		<p><i>Cost increases are not considered significant compared to the overall cost of running a vehicle compared to the benefit of being able to park more conveniently closer to home. The increasing cost of purchasing multiple permits is intentional and planned to deter this behaviour so as to share available road space more evenly between households in a permit scheme (whilst accepting there are households that need this facility)</i></p>	<p><i>April 2020</i></p>	<p><i>D&B Teams</i></p>	

	£100 (£8.33 per month) or £130 (£10.83 per month)			
Additional costs Resident Visitor permits could increase to £3 (from £2) per day in larger town centres.	Addition £1 (from £2 to £3) cost of all day parking for visitors could impact some however this is off set by the introduction of a £1 3 hour permit. Many residents have visitors for a few hours so in some circumstances costs may reduce.	Web Page info	April 2020	D&B Teams
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p> <p><i>None identified</i></p> <p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p> <p><i>None identified</i></p>				

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You will need to repeat the box below (copy and paste) for each of the protected characteristics likely to be impacted.

3. Staff

AGE					
What information do you have on the affected staff with this characteristic?					
N/A					
Impacts	Positive		Negative	Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<i>What impacts have you identified? Add more rows if you need to</i>	<i>What are you basing this on?</i>		<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>
What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of					
<i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i>					
Any negative impacts that cannot be mitigated? Please identify impact and explain why					
<i>Identifies negative impacts that can't be mitigated, together with evidence.</i>					

You will need to repeat the box below (copy and paste) for each of the protected characteristics likely to be impacted

4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
<i>What changes have you made as a result of this EIA?</i>	<i>Why have these changes been made?</i>
We have considered increasing permit charges by smaller, more frequent increments in the future. This will be included as part of the statutory process to implement agreed changes to permit charges.	To reduce the financial impact on users of this service

5. Recommendation

Based your assessment, please indicate which course of action you are recommending to decision makers. You should explain your recommendation in the in the blank box below.

Outcome Number	Description	Tick
Outcome One	No major change to the policy/service/function required. This EIA has not identified any potential for discrimination or negative impact, and all opportunities to promote equality have been undertaken	x
Outcome Two	Adjust the policy/service/function to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?	
Outcome Three	Continue the policy/service/function despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> • Sufficient plans to stop or minimise the negative impact • Mitigating actions for any remaining negative impacts plans to monitor the actual impact. 	
Outcome Four	Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination (For guidance on what is unlawful discrimination, refer to the Equality and Human Rights Commission’s guidance and Codes of Practice on the Equality Act concerning employment, goods and services and equal pay, available here).	
<i>Please use the box on the right to explain the rationale for your recommendation</i>	Although permit charges are planned to increase they still represent a small portion of the cost of running a motor vehicle and are good value compared to providing an off street parking space in a car park or new driveway. Changes to carer and visitor permits will make them more flexible offer lower costs for many.	

6a. Version Control

Version Number	Purpose/Change	Author	Date
1		David Curl	11 December 2019

The above provides historical data about each update made to the Equality Impact Assessment. Please do include the name of the author, date and notes about changes made – so that you are able to refer back to what changes have been made throughout this iterative process. For further information, please see the EIA Guidance document on version control.

6b. Approval

	Name	Date approved
Approved by*	<i>Head of Service</i>	13/01/20
	<i>Executive Director</i>	13/01/20
	<i>Cabinet Member</i>	13/01/20
	<i>Directorate Equality Group</i>	13/01/20

EIA Author	
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**Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.*

6c. EIA Team

Name	Job Title	Organisation	Team Role
David Curl	Parking Manager	SCC	Leader
Rikki Hill	Projects Manager	SCC	Analyst

If you would like this information in large print, Braille, on CD or in another language please contact us on:

Tel: 03456 009 009

Textphone (via Text Relay): 18001 03456 009 009

SMS: 07860 053 465

Email: contactcentre@surreycc.gov.uk

SURREY COUNTY COUNCIL**CABINET****DATE: 28 JANUARY 2020****REPORT OF: MRS SINEAD MOONEY, CABINET MEMBER FOR ADULTS & PUBLIC HEALTH****LEAD OFFICER: LIZ ULIASZ, DEPUTY DIRECTOR, ADULT SOCIAL CARE****SUBJECT: MENTAL HEALTH PROGRAMME REVIEW****SUMMARY OF ISSUE:**

Following a review of Mental Health arrangements for the commissioning and delivery of Adult Social Care (ASC) Mental Health services, Surrey County Council (SCC) discussed with Surrey & Borders Partnership Trust (SABP) in February 2019 their intention to terminate the Section 75 (S75) Agreement whereby SABP have been responsible for the delivery of Mental Health Social Care Services through direct management of council staff.

The transfer of staff and cases from SABP to SCC was completed during the period 11 November – 2 December 2019. This, in effect, concluded the first phase of this programme of work.

Following the transfer of approximately 180 members of staff and around 1,200 cases to ASC, phase 2 of the Mental Health Programme Review can now take place. This work is designed to bring about the strategic and operational changes needed to deliver services that are consistent with our obligations under the Care Act and achieve our ambition to be at the forefront of best practice and to establish a clear Mental Health professional identity.

This report sets out the ambitions for phase 2.

RECOMMENDATIONS:

It is recommended that Cabinet approve the priorities and work programme for phase 2 of the Mental Health Programme Review.

REASON FOR RECOMMENDATIONS:

Meeting our requirements under the Care Act and delivering the transformation programme for Mental Health requires significant work to reshape commissioning and operational practice as the service has not established a clear professional identity within the previous arrangements. This needs to be managed whilst also undertaking and embedding the organisational development required so that ASC Mental Health can be viewed as a key partner and contributor to the fast developing landscape of Health and social care. The phase 2 programme will enable us to achieve this.

DETAILS:

Business Case

1. Adult Social Care Mental Health staff deliver services that the council is required to provide by statute. As of end November 2019 the budget for staff was £9m and the budgeted spend on care £7.6m but, with the exception of individuals subject to Section 117 aftercare (where there is joint Clinical Commissioning Group (CCG)/SCC funding in place for individuals from April 2017), the funding is not pooled. The funding covers duties and functions for people who have severe and enduring mental illness, including safeguarding, assessment and care planning as well as care management of commissioned social care packages and placements.
2. SCC, SABP and the lead CCG have worked together to ensure service continuity, programme and risk management and impact assessments for the safe transfer of staff and services. This part of the programme (phase 1) concluded on 2 December when the final moves of staff (and cases) from SABP to SCC took place. As of this date ASC assumed full responsibility for the management of Mental Health (MH) staff.
3. Clear internal systems for governance and programme management were set up to oversee this process and there was continuation of the S75 Steering Group and sub-group to manage this as a health and social care system. Work is currently being finalised in order to manage such issues as shared accommodation requirements, financial transfers, data governance etc. These will be considered as part of future governance arrangements.
4. All parties agree that the system governance that has been strengthened during this process should continue to enable effective future joint working in line with the changes being required within the wider system. ASC Mental Health will need to establish its new role and contribution with partners in the system. The S75 steering group may have a role in sharing operational practice improvements; this will be discussed at its meeting in January 2020.
5. It has been agreed that the S.75 steering group will monitor the changes until the end of the financial year and will also develop priorities and areas for joint working going forwards. This is very much in the spirit of partnership working and aligns well with national plans and frameworks for integrated care services development and community Mental Health care and support. It is based on supporting people within local communities at a much earlier stage and better alignment between physical and Mental Health needs.
6. All parties have been keen to identify and put systems in place to realise the benefits which will arise from these changes and new ways of working in the future to better support individuals and their carers'.
7. Each organisation has undertaken individual equality impact assessments as part of this process and came together on 13 September 2019 to utilise these findings within a wider system impact assessment, which has enabled oversight and risk mitigation within the transfer and separation. Prior to any final dates for transfer being agreed the parties agreed that sufficient plans and mitigation were in place.

8. A clear and well-coordinated process for communication has been put in place to ensure residents, carers and key professionals are informed about any changes in a well-managed and coordinated way.
9. In preparation for the changes staff received training in Liquid Logic Adult Social Care System (LAS), safeguarding and the Care Act.
10. It is acknowledged that an organisational development programme will need to form part of phase 2 as some staff have not worked within a local authority setting previously and not all current service users have received a Care Act assessment or review. Training and cultural change to support practice improvement and strength based approaches need to be built in and embedded into the new service models.
11. Meeting these ambitions requires significant transformation to change commissioning and operational practice as the service has not established a clear professional identity within the previous arrangements. This has resulted in internal and external partners and stakeholders not fully understanding the role, contribution and benefits that ASC Mental Health can bring. This needs to be rectified whilst also undertaking and embedding the organisational development required so that ASC Mental Health can be viewed as a key partner and contributor to the fast developing landscape of Health and social care to bring care closer to home and operate according to legislative guidance. This work is also part of a wider national and local agenda to bring physical and Mental Health closer together.
12. The ambition is to be at the forefront of best practice and to have a clear Mental Health professional identity.
13. To achieve this we will establish a clear professional role within the Department and with partners and stake holders by:
 - Developing clarity about what Mental Health ASC can offer in terms of strength based approaches designed to prevent and reduce the need for secondary care services;
 - Developing (early) interventions designed to build skills and confidence in daily living and living independently following an episode of secondary care;
 - Developing a clear strategy and approach to Mental Health Commissioning, which supports the strength based approach;
 - Putting service users, families and carers at the forefront of our work;
 - Ensuring a workforce that is well trained in Care Act and Mental Health Act responsibilities;
 - Developing clear guidance for staff to strengthen aspects of their new roles together with an improvement plan developed from the Directors of Adult Social Care (ADSASS) 'Better south west in Mental Health' review findings across the South East;
 - Systematically reviewing each of the different services within ASC mental health to ensure that care and support is in line with our statutory responsibilities, is well organised, managed, efficient and effective and of good quality to be able to deliver agreed outcomes for individuals. (To include: Forensics, Early Intervention In Psychosis, Enabling Independence, the Approved Mental Health Professionals (AMHPs) service, prisons, working age adults, older people, substance misuse);
 - Monitoring numbers, quality of referrals and referral routes in order to meet and manage capacity and demand. This will inform the staffing and care and support budgets in a more systematic way than has been possible within the previous arrangements. (Duty team and hospital discharge team currently under development); and

- Reviewing and defining the role of providers in delivery of services with a particular emphasis on early intervention and prevention that supports the mental health and wellbeing of our residents in line with the priorities in our Health and Wellbeing Strategy.
14. This work will inform any changes in roles and structure needed to meet the requirements of a new operating model. This can be developed as the service modelling work described above is finalised and new organisational arrangements modelled in line with wider ASC and Corporate requirements in respect of tiers of management, spans of control, staff roles, responsibilities and numbers.
 15. All of the above will enable the Department to determine the budget requirements, contribute to the Departmental efficiencies requirements and set out a clear suite of performance improvements and deliverables.
 16. To become a credible partner with key agencies, partners and stakeholders work will be undertaken to develop the understanding of the role, build new partnerships and ensure we can shape the use of new funding streams for Mental Health to achieve the above. To do this we will establish a key presence, and build links via commissioning and operations, to all those who are key to shaping the new health and social care integration agenda.
 17. The work undertaken with stakeholders (including members of the S75 Steering Group) will help shape and inform the development of new service models, which can progress now the staff and services have been safely transferred and capacity released for further development.
 18. A review of the work streams in phase 1 to determine the content and priorities for phase 2 has taken place and includes changing priorities towards Social Models and Commissioning and amalgamation of the workforce and infrastructure work streams to support the development of a new operating model and right-sizing the service to meet demand and better alignment with statutory responsibilities.
 19. The areas for review and recommendations within the new social models include:
 - A hospital discharge team
 - Developing reablement for people with Mental Health needs – utilising the outcomes from the initial proof of concept funding secured from the National Framework funding (c £100k)
 - A vision for the AMHP service which develops alternatives to detention.
 - New service models for: -
 - Older people
 - Dementia (incl. carers)
 - Working Age Adults
 - Substance Misuse
 - Forensics and Early Intervention in Psychosis (EIIP)
 - Section 117 aftercare (to include Older People, MH, Learning Difficulties & Autism, Transitions)
 - Managing Independence and Enabling Independence
 20. The outcomes from this, together with the analysis of incoming work via duty and hospital teams, will then inform the new operating model. Running across phase 2 will be continued organisational development and upskilling of staff as well as development of strength based, and outcome focused, approaches. We will also achieve practice improvement and a clear strategy around the use of enabling

technology, reablement and care and support that underpins independent living and a significant reduction in the use of residential and Nursing Care.

21. All of the above require a significant change in the approach to Commissioning to meet strengths based and outcome focused social work.
22. Currently there are significant gaps in Commissioning which need to be addressed to ensure the success of the programme. The first step is to map ASC spend and current provision and as far as possible, with the CCG's, to understand the extent of the change required to a) support people closer to home and b) promote skills and confidence in daily living, living independently and working wherever possible post discharge.
23. Although not an exhaustive list this will include:
 - Social prescribing that has effective and adequate resources to signpost to resources which can contribute to good mental health and well-being such as management of finances and debt, housing difficulties, bereavement, relationship breakdown etc
 - Sufficient community support and input for people experiencing MH difficulties.
 - A landscape of resources to support people close to home such as OT led reablement, enabling technology, care at home MH providers', personal assistants, extra care housing, shared lives etc.
 - A range of suitable providers to support step down and move on post discharge with clear expectations around acquiring skills and confidence in daily living, living independently, education, volunteering and work.
24. All providers will be expected to adopt an approach that builds reablement and enabling technology as fundamental to the delivery of strength based approaches and tangible outcomes.
25. The approach to MH Commissioning will include adults and older people, specialist services, substance misuse, prisons.
26. MH Commissioning also carries the lead responsibility for dementia and will work closely with the Dementia Action Board to deliver the agreed system priorities.
27. Measures have been developed to monitor the success of the programme -
28. Programme level targets (primary targets):
 - Reduce the total number of people within residential and nursing care
 - Increase the percentage of people purchasing their services with a direct payment to 30%
 - Reablement (to be developed)
 - Increase the percentage of services delivered such as equipment, technology enabled care, information and advice, guidance or signposting
 - Targeted reviews providing appropriate and proportionate care and support that meets the needs and outcomes, resulting in net efficiencies
 - Increase the percentage of people with progression/outcome focused support plans
29. Programme level targets (secondary targets):
 - Reduce the number of people in longer term 'supported living' to live independently (to be developed)

- Reduce the number of people detained under Section 2 and Section 3 over age of 75 (to be developed)
 - Increase the number of people in paid employment
30. It should be noted that this requires significant reshaping and understanding of the role of supported living to support this approach. Providers are working with us but are currently providing a service more akin to residential care without the regulatory framework to support this or clarity of understanding about the statutory framework within which they can operate.

CONSULTATION:

31. **Service users and carers:** SCC is committed to working with individuals and carers to make sure their voices are heard in this review. We are working closely with the Independent Mental Health Network (IMHN) including regular planned presentations and the planned re-establishment of the IMHN reference group to work on development of social work models going forward. This group is able to reflect most people's experiences - members also sit on other forums where they hear views so can represent those views as well. We are committed to working with them to define and establish agreed care pathways and to agree on what 'good' looks like in the context of Mental Health care provision.
32. **Staff:** We are keeping affected staff informed via regular emailed update bulletins, staff forums and through team meetings. They will be actively involved in and contribute to the new models of service being developed. We also have a dedicated email address which is regularly used to receive and respond to staff feedback. The programme has been taken forward through discrete workstreams all of which have frontline staff involvement and representation from one or more senior managers. The project has been designed to ensure that this is a two-way process.
33. **Partner organisations:** A comprehensive communications and engagement plan has been developed to ensure that our external stakeholders are regularly updated on our plans and have the opportunity to contribute to and influence this work as appropriate. Proactive delivery of messages about the re-establishment of the new professional MH social work identity with key partners / providers.

RISK MANAGEMENT AND IMPLICATIONS:

It is imperative that the timing and the phasing of phase 2 is well managed and co-ordinated.

34. There are a number of reasons for this:
- The scale and pace of MH system development and the importance of being a key partner in shaping the future landscape towards effective prevention and recovery.
 - The importance of being able to access, influence, shape and harness the commissioning resources available to support strength based approaches for the benefit of individuals, carers and families.
 - The former arrangements within SABP and the lack of strong MH ASC Commissioning means that there is a need to catch up and re-establish our professional identity.
 - The need to offer equal access and an equitable service to residents across Surrey.
 - If there are significant changes required for a new operating model then the new arrangements will be subject to a 90 day staff consultation period. If this can commence by April 2020 then subject to the necessary approvals the new

structure can come into effect from June. This enables the MH SW service to contribute to practice and performance improvements and also contribute to the 2020 share of the wider ASC efficiencies targets.

Uncertainty regarding the number of referrals makes planning problematic.

35. At this stage we cannot be certain on the number of referrals into the MH Service and/or whether we have staff based in the right places and in the right numbers. This will be closely monitored as part of phase 2 and robust performance data regarding referrals put in place.

The new operational and commissioning arrangements within Phase 2.

36. This will result in a stronger approach to both prevention and recovery. This will enable Mental Health Social Workers to contribute to the efficiencies targets required across the department. The referral data from duty and Hospital. Discharge teams will inform the new operating model and right sizing of the service to meet future requirement.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

37. The cost of the proposed action is approximately £300,000, which is required to fund the following:

Activity	Timescales	Resource Requirement
Phase 1 - Develop Operational Model and new structure	March 2020	Programme Manager (0.5) Project Manager (internal) Transformation Mental Health SME (operational) Lead
Phase 2 – Develop Transformation Model and new structure	March 2021	Programme Manager (0.5) Project Manager (internal) Transformation Mental Health SME Lead (0.6) (TBA)

38. Transformation funding of £300,000 has been identified in order to fund the activity required to develop the new service model. This funding is subject to cabinet approval on 28th January.

39. Approximately £900,000 of efficiencies in total have been identified for the Mental Health service in 2020/21 and 2021/22. These are made up of £678K in 2020/21 and approximately £200,000 in 2021/22 (though this latter amount is indicative only at this stage). The delivery of these efficiencies is dependent on the implementation of the strategic and operational changes identified in this phase 2 review.

SECTION 151 OFFICER COMMENTARY

40. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook is uncertain as it is heavily dependent on decisions made by Central Government. With no clarity on these beyond 2020/21, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial

sustainability as a priority in order to ensure stable provision of services in the medium term. As such, the Section 151 Officer supports this work to reshape the commissioning and operational practice of the Mental Health service, which will be essential to enable the delivery of the care package efficiencies budgeted for ASC's Mental Health service budgeted in 2020/21 and to put the service in a more sustainable position for the future.

LEGAL IMPLICATIONS – MONITORING OFFICER

41. At this stage the Cabinet is being asked to approve a direction of travel and there are no immediate legal implications.
42. As plans are formalised, in the event that there are proposals to make significant changes to the way that services are provided to residents, it may be necessary to return the matter for further approval.

EQUALITIES AND DIVERSITY

43. An Equality Impact Assessment (EIA) has been completed for this programme and concluded that no potential for discrimination or negative impact has been identified. The completed EIA is attached as an annex to this report.

WHAT HAPPENS NEXT:

If agreed the phase 2 timetable runs from January – July 2020 and is summarised in the attached Annex B.

Contact Officer: Patrick Lines, Lead Project Manager, 07814 665782

Consulted:

Annexes:

- A) EIA
- B) Phase 2 Timetable

Sources/background papers:

None

EIA Title	Termination of the Section 75 arrangement between Surrey County Council and Surrey and Borders Partnership NHS Foundation Trust			
Did you use the EIA Screening Tool? (Please tick or specify)	Yes (Please attach upon submission)		No	x

1. Explaining the matter being assessed

<p>What policy, function or service change are you assessing?</p>	<p>Commissioning and delivery of mental health services following the termination of the S75 agreement.</p> <p>Surrey County Council Adult Social Care (SCC ASC) and Surrey and Borders Partnership NHS Foundation Trust (SABP) currently work in partnership under a S75 agreement (Health Act 2000) which formalises the integrated provision and commissioning of mental health services for adults (aged 18 and over) with mental health and/or substance misuse needs and their carers. This agreement has been in place since 2012.</p> <p>At present mental health adult social care is provided within the secondary mental health services of SABP only. (Secondary care simply means being taken care of by someone who has particular expertise in whatever problem a patient is having. It's where most people go when they have a health problem that can't be dealt with in primary care because it needs more specialised knowledge, skill or equipment than the GP has. It's often provided in a hospital. The GP will decide what kind of specialist the patient needs to see and contact them on the patient's behalf to get them an appointment – this is called a 'referral')</p> <p>On 11 April 2019 SABP were formally notified of SCC's intention to terminate this agreement.</p> <p>The transfer of staff and cases commenced on 11 November and was concluded on 2 December 2019.</p>
<p>Why does this EIA need to be completed?</p>	<p>The termination of the S75 agreement represents a significant change. Whilst there is no changes to the terms and conditions of workers, it substantially changes the management of staff by re-assigning them to SCC and ensuring a (re) focus on ASC statutory duties and strategic priorities. It will also entail the re-allocation of approximately 1,500 cases from SABP to either ASC management exclusively or to joint management between ASC and SABP. An EIA is necessary to ensure that any changes made are assessed against the needs and requirements of all those with protected characteristics. It should be noted that terms and conditions of employment are unaffected.</p> <p>SCC has little data with regards to social care performance under the current S75 arrangements. To ensure equity of access to adult social care services for people (aged 18 and over) with mental health and/or substance misuse needs and</p>



their carers, we must have in place robust protocols and processes for recording, information governance and information sharing. We need to ensure SCC has access to quality data and assurance that all statutory responsibilities are being fulfilled for this group of people with protected characteristics around disability (mental health, substance misuse) and their carers. The mental health social work service returning to Council Adult Social Care policies and protocols, which are informed by the Council's Equalities Policies, Strategy and Steering group facilitates more accurate data collection of demographics including characteristics under the Equalities Act (2010) with particular reference to those receiving adult social care for mental health problems.

Nationally there are a number of reasons why we are making this change, and why, therefore an EIA is required. These include:

- Review of the Mental Health Act
- New National Framework for Community Mental Health Support, Care & Treatment for Adults and Older Adults
- NHS Five Year Forward View and 10 year plan
- Development of Integrated Care Systems

Locally, there are also a number of strategic initiatives and challenges that underpin this approach:

- Care Act implementation from April 2015
- Local Government Association Review of Department
- Social Care Institute for Excellence Improvement Plans
- A.D.A.S.S. Review (South East Region) of Social Work in Mental Health
- Current Section 75 Arrangements
- SABP Transformation Programme

Individuals and carers referred to integrated mental health services do not consistently receive an assessment of their social care needs. Therefore, individuals and carers who have eligible social care needs and protected characteristics may not be having their needs met. The prevention and wellbeing provisions within the Care Act are also not consistently being considered or provided for individuals nor carers within the service.

Currently, of the approximately 6,000 clients supported by SABP, only 25% have eligible social care needs – as confirmed through a desk top review exercise conducted by our mental health staff. ***We estimate, therefore, that around 75% of our available staff care and support are being directed to work that does not come within our statutory responsibilities under the Care Act.***

The termination of the S75 agreement will enable social care staff to focus on social care statutory responsibilities resulting

	<p>in people with mental health needs and their carers to have more equitable access to social care services: Protected groups will benefit from better quality and personalised assessments and support plans that promote independence and wellbeing.</p> <p>National statistics indicate that one in four people will experience a diagnosable mental health condition in any given year.</p> <p>With the right advice, guidance and information, at the right time, in line with the wellbeing principles of the Care Act people experiencing mental health problems are usually able to make full recoveries.</p>		
<p>Who is affected by the proposals outlined above?</p>	<p>By terminating the S75 agreement we will be able to offer a more holistic service meeting both mental and physical health requirements.</p> <p>The following groups are potentially affected by proposed changes to the delivery of mental health social care:</p> <ul style="list-style-type: none"> • Working age adults being supported by the community mental health recovery services (CMHRs); early intervention in psychosis services (EIIP); the approved mental health professional (AMHP) service; the enabling independence service (EIS) and the move to independence team. • People with substance misuse needs • Clients of forensic teams and other specialist services • Older adults with mental health needs • Prisoners • Carers/Family members of the above • SCC staff working in mental health • SABP staff • Primary health care providers • Voluntary, community and private sector organisations working within Mental Health 		
<p>How does your service proposal support the outcomes in the Community Vision for Surrey 2030?</p>	<ul style="list-style-type: none"> • Everyone gets the health and social care support and information they need at the right time and place • Communities are welcoming and supportive of those most in need and people feel able to contribute to community life 		
<p>Are there any specific geographies in Surrey where this will make an impact? (Please tick or specify)</p>	<p>County Wide</p>	<p>x</p>	<p>Runnymede</p>
	<p>Elmbridge</p>		<p>Spelthorne</p>
	<p>Epsom and Ewell</p>		<p>Surrey Heath</p>
	<p>Guildford</p>		<p>Tandridge</p>
	<p>Mole Valley</p>		<p>Waverley</p>
	<p>Reigate and Banstead</p>		<p>Woking</p>
	<p>Not Applicable</p>		
	<p>County Divisions (please specify if appropriate):</p>		

Briefly list what evidence you have gathered on the impact of your proposals?

Our own, internal, analysis of performance highlights disparities in performance between locality teams and mental health teams that *suggest* that there is scope, once teams return to ASC, to drive up performance. Though we recognise that this is not a like for like comparison we can see in the key area of reviews/assessments, for example, a significant disparity in performance:

- Reviews – MH Team % of open cases reviewed / assessed in the last 12 months – 32%
- Reviews – ASC Team % of open cases reviewed / assessed in the last 12 months – 71%

National data shows there is a considerably higher prevalence of mental health problems among the population than those diagnosed or receiving treatment – in large part due to the stigma that can make it harder for people to seek help from services.

Mental illness has wide-reaching effects on people’s education, employment, physical health, and relationships. Although many effective mental health interventions are available, people often do not seek the help they need due to the various types of stigma that still surround mental illness. Often the stigma that surrounds mental health can make it harder for people to seek help from services, hence the importance of widely available self-help information and anti-stigma interventions.

Nationally there has been a rise in detentions under the MH Act and Surrey is in line with this national picture.

Care Quality Commission carried out a study to try to understand and explain trends within mental health.

Key points include:

- Equal access to mental health social care is hindered by its location in secondary care where workforce is focussed on secondary health care outcomes
- Dilution of basic social work practice resulting in mental health social care no longer being equitable with other client groups in terms of quality and service delivery
- Underuse of preventative and community resources has resulted in an over reliance on costly residential and institutional care, minimising resilience
- Significant challenges in delivering on the duties of the Care Act (2014) and Mental Health Act (1983)
- Financial efficacy with growing demand

Recent research entitled *Mental Health Integration Past, Present and Past* was published by Emad Lilo (national AMHP lead) in February 2016. The research involved use of a comprehensive survey of a range of professionals, and interviews with local and national leaders across England

involved in both mental health provision and social care. Data returned by 108 of the 148 councils in England showed that 55% have section 75 agreements, which involve some degree of integration of their social workers in NHS mental health, while 45% do not. 12 English local authorities have terminated agreements or allowed them to lapse. That amounts to 12% of the 55% of local authorities with agreements in place. Underpinning this change is the conviction that social workers deployed within mental health community teams are not always focussed on social work, and that those teams do not prioritise the statutory duties placed on local authorities by the Care Act 2014. (Lilo *et al* 2014)

The main challenges and areas of concern are:

- The delivery of social care in mental health is no longer equitable to other client groups in terms of access and quality
- A dilution of basic social work practice coupled with exclusive focus on secondary health care outcomes
- A subsequent underuse of preventative and community resources has resulted in overreliance on costly residential and institutional care, minimizing resilience
- Significant challenges delivering on the duties of the Care Act (2014)
- Inability to obtain performance data
- Inability to manage the budget
- Limited identification and assessment of carers
- Increasing demand from an ageing population

These issues affect all of the groups listed below and appertain to mental health clients across the full demographic range.

Dr Karen Lind has been leading work for ADASS across 60 councils and 6,000 social workers to look at better social work in mental health, she is also finishing a thematic review for ADASS across authorities in the South East.

In her regional report some of the key messages, relevant to this EIA, are:

- Evidence of role drift, loss of social work identity and poor experiences.
- Concerns about the NHS management capacity, oversight, use and targeting of the SW resource away from the delivery of statutory functions especially the Care Act.
- Difficulties with devolved governance and reporting on performance.
- Lack of confidence in the current CMHT model as a mechanism for delivering preventative and community centred care.
- Aspirations to align the MHSW resource with transformations towards strength based services.
- Cost pressures and efficiencies
- Unsustainable AMHP arrangement

2. Service Users / Residents

There are 10 protected characteristics to consider in your proposal. These are:

1. Age including younger and older people
2. **Disability**
3. *Gender reassignment - No Impact +/-*
4. *Pregnancy and maternity - No Impact +/-*
5. **Race including ethnic or national origins, colour or nationality**
6. *Religion or belief including lack of belief - No Impact +/-*
7. *Sex - No Impact +/-*
8. *Sexual orientation - No Impact +/-*
9. *Marriage/civil partnerships - No Impact +/-*
10. **Carers protected by association**

Though not included in the Equality Act 2010, Surrey County Council recognises that socio-economic disadvantage is a significant contributor to inequality across the County and therefore regards this as an additional factor.

Therefore, if relevant, you will need to include information on this. Please refer to the EIA guidance if you are unclear as to what this is.

AGE					
What information (data) do you have on affected service users/residents with this characteristic?					
<i>Details on the service users/residents that could be affected. Try and be as specific as possible.</i>					
In scope for this review are mental health services for both working aged adults and older adults					
Impacts <small>(Please tick or specify)</small>	Positive		Negative		Both
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<i>What impacts have you identified?</i>	<i>What are you basing this on?</i>		<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>
What other changes is the council planning/already in place that may affect the same groups of residents?					
Are there any dependencies decisions makers need to be aware of					
.					
Any negative impacts that cannot be mitigated? Please identify impact and explain why					
<i>Identifies negative impacts that can't be mitigated, together with evidence.</i>					

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You will need to repeat the box below (copy and paste) for each of the protected characteristics likely to be impacted.

DISABILITY

What information (data) do you have on affected service users/residents with this characteristic?

Details on the service users/residents that could be affected. Try and be as specific as possible.

Based on the Adult Psychiatric Morbidity Survey (2007) and Office for National Statistics (ONS) mid-year 2012 resident population estimates, there are an estimated 211,949 people aged 16+ in Surrey who meet the criteria or who screened positive for one or more psychiatric conditions (46% male, 54% female). Of these, 25,802 are estimated to have 3 or more conditions (43% male, 57% female). The projected rise in the adult population in Surrey and the ageing population is likely to lead to an increase in the prevalence of mental health problems and in turn increased use of services.

(from SCC ACWC MHS report 2017)

Impacts (Please tick or specify)	Positive	x	Negative	x	Both	
	Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
<i>What impacts have you identified?</i>	<i>What are you basing this on?</i>	<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>		
If more people approach ASC, this may stretch the capacity of social care staff to meet demand and there may be a delay in responding. Risk of individuals receiving multiple assessments or of falling in a gap between social care and health care services.	At this stage the impact of these changes in terms of the number of referrals is difficult to anticipate. The project has inbuilt review points that will assess whether changes are required to meet demand. Greater consistency to the quality of social care	referrals.	1/04/20	Liz Uliasz – Deputy Director		

<p>By placing Mental Health back in a locality team setting we are better able to place an emphasis on addressing both mental and physical health in a holistic fashion.</p> <p>Ability to address mental health needs for people with a physical disability which may have had an impact on their health and wellbeing e.g. social isolation, anxiety, depression.</p>	<p>assessment and support to people with mental health and social care needs as only trained ASC staff will be completing these assessments.</p> <p>Enhanced social care outcomes for people with mental health social care support needs as the service user will be offered personalised support to meet need in a more flexible way that is outcome and recovery focussed.</p> <p>Improved assurance re safeguarding responses – more robust oversight and ownership of safeguarding cases and costed packages</p> <p>Those living with both a mental and physical disability should receive a more streamlined approach to having social care needs met with improved signposting to relevant services such as equipment and adaptations</p>			
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<p>Individuals/carers will get a comparable social care assessment as those referred directly to adult social care locality teams.</p> <p>Improved access to adult social care and outcomes for individuals and carers</p> <p>The provisions within the Care Act will be consistently applied, including the prevention and wellbeing aspects of the Care Act, for individuals and carers within the mental health service.</p>	<p>Improved recording and use of SCC systems will ensure better performance data to support service improvements - e.g. the systems and processes support the ability to report on the total number of Mental Health service.</p> <p>Surrey has a slightly higher excess mortality rate in adults with serious mental illness. Poor mental health can lead to a poor lifestyle and increased risk taking behaviours such as excessive drinking, smoking, poor nutrition and lack of exercise. These are risk factors for serious physical illness, particularly coronary heart disease and cancers. The prevalence of these modifiable risk factors is much higher for people with mental health problems and increases with the severity of the mental health problem.</p>			
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	<p>People with common and more serious mental health needs have lower life expectancy and a 0.7 and 3.6 times higher mortality rate (respectively), than those without mental health needs. People with schizophrenia and bipolar disorder die an average 15-20 years earlier than the general population – they have 4.1 times overall risk of dying prematurely; have 3 times the risk of dying from Coronary Heart Disease (CHD) and a 10 fold increase in respiratory disease deaths.</p> <p>People with 1 long term condition are two to three times more likely to develop depression; people with 3 or longer term conditions are seven times more likely. (Source: JSNA). Increasing evidence suggests that people with disabilities experience poorer levels of health than the general population (WHO 2011</p>			
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	<p>World Report on Disability).</p> <p>Currently, of the approximately 6,000 clients supported by SABP, only 25% have eligible social care needs – as confirmed through a desk top review exercise conducted by our mental health staff. We estimate, therefore, that around 75% of our available staff care and support are being directed to work that does not come within our statutory responsibilities under the Care Act. Once staff are re-assigned to SCC this will ensure a (re) focus on ASC statutory duties and strategic priorities.</p> <p>The local independent mental health network, which is the independent voice of people with mental health needs and their carers, has been involved from the start and endorsed the approach to review the s75 agreement to enable social care staff</p>			
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	to focus on social care functions and duties under the Care Act.			

**What other changes is the council planning/already in place that may affect the same groups of residents?
Are there any dependencies decisions makers need to be aware of**

There are a number of initiatives that will directly, and indirectly impact upon mental health staff. These include – but are not limited to – practice improvement, strength based practice, the restructure of reablement services and the review of Accommodation with Care & Support.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

RACE

What information (data) do you have on affected service users/residents with this characteristic?

Details on the service users/residents that could be affected. Try and be as specific as possible.

Routine use of SCC recording and monitoring systems should ensure that the needs of the BME community are better captured, understood and responded to.

Impacts (Please tick or specify)	Positive	x	Negative		Both	
Impacts identified		Supporting evidence	How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner

<i>What impacts have you identified?</i>	<i>What are you basing this on?</i>	<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>
<p>National data suggests that rates of mental health disability vary by ethnicity. Currently – in part due to the delegation of service provision to SABP – we lack detailed, localised, data upon which to base any remedial action in this regard. We anticipate, however, that as this data becomes available we will be able to tailor services accordingly and to do this as part of a coordinated action plan.</p>	<p>The Data visualisation shows that Black males are more likely to be diagnosed with a psychotic disorder; Asian Females are more likely to be diagnosed with a common mental health disorder (CMD) and white females and other mixed and multiple ethnic groups are more likely to experience suicidal thoughts. The majority of the Surrey adult population (83.5%) reported their ethnic group as “White British” in the 2011 Census; other white ethnic groups; “Irish, “Gypsy or Irish Traveller” and “Other White” (6.9%), then “Indian” (1.8%) followed by Pakistani (1.0%). Surrey has a significantly lower than England percentage of mixed/multiple 2.08.2.25, Asian or Asian/British 5.6 vs 7.8, Black of Black/British 1.1 vs 3.5 and other ethnic groups</p>	<p>Processes will be put in place to capture this data.</p>	<p>N/A</p>	<p>N/A</p>

	<p>0.8 vs 1.0 (2011) and ranks 3rd highest among its Chartered Institute of Public Finance and Accountability neighbours (CIPFA range: 2.5 – 14.6) (35). For other ethnic groups Surrey is the highest among its CIPFA nearest neighbours. Hence. Surrey likely to have more ethnic groups suffering with mental health issues.</p> <p>Although Surrey has a significantly lower rate of migrant GP registrations per 1 000 than England 11.2 vs 12.6 (2015) (36) , the rate is the third highest of all its CIPHA neighbours (CIPFA range: 4.8 – 21.2, significantly higher than most of its neighbours).</p> <p><i>(From Surrey Joint Strategic Needs Assessment)</i></p>			
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p>				

If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics?

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

CARERS

What information (data) do you have on affected service users/residents with this characteristic?

Details on the service users/residents that could be affected. Try and be as specific as possible.

Carers for those having access to mental health services.

Impacts (Please tick or specify)	Positive	x	Negative		Both	
	Impacts identified		Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
	<i>What impacts have you identified?</i>		<i>What are you basing this on?</i>	<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>
	Greater Care Act compliance should mean that services are more accessible to carers including access to carers' assessments.		Surrey has a significantly higher percentage of carers of clients with mental health problems receiving community services – advice or			

<p>Routine use of SCC recording monitoring systems should ensure that needs and trends relating more specifically to carers are better captured, understood and responded to.</p>	<p>information. Surrey has a significantly higher rate (per 100 000) of assessments for carers of adults with a mental health condition than England (76.7 vs 64.3) and the fifth highest rate among its 15 CIPFA nearest neighbors (CIPFA range: 5.4 – 184.7) (Surreyi Joint Strategic Needs Assessment)</p>			
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics?</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

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3. Staff

ALL

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

Impacts	Positive		Negative		Both	
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner	
<p>ASC MH Workers will be more included in the wider ASC transformational journey whilst retaining their mental health specialism and professional identity</p> <p>Clearer roles and responsibilities – workers able to focus on social care responsibilities</p> <p>There will be investment in staff training and development to support them to work within the legislative framework of adult social care</p> <p>The review plans to move to one system for ASC recording which will reduce any current confusion and duplicative recording in two systems.</p>	<p>There may be some level of uncertainty for staff during any change process which may cause some staff to suffer anxiety or stress.</p> <p>Possible negative impact of change on wider staff retention and staff morale.</p> <p>There could be an increase in social care demand which could put a strain on support capacity and impact resources required to fulfil other tasks.</p> <p>Potential for duplication of work of social care and health staff</p>	<p>Bringing staff back under ASC means that SCC HR processes will be routinely adhered to in regard to leave, sickness etc. It will also ensure consistency with other SCC staff in terms of supervision and performance monitoring.</p> <p>Staff reference group set up as well as a series of staff engagement events.</p> <p>Frontline staff and/or senior managers represented on each of the seven project workstreams.</p>		<p><i>Due date</i></p>	<p>Liz Uliasz – Deputy Director</p>	

<p>Clearer process for line management and supervision</p> <p>Social Care staff to lead on roles outlined by the Professional Capability Framework for social workers in mental health services. Social workers will not be expected to undertake roles for which they have not received training or where the function is not a requirement of their professional role.</p>	<p>Potential loss of skills for individual workers if their roles are narrowed</p> <p>Those on long term sick or maternity leave may feel remote from the communications and discussions taking place and may not adequately be consulted.</p>	<p>As far as is practicable we have worked with teams and individuals to ensure all reasonable adjustments required to workplaces are met.</p>		
<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics?</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

You will need to repeat the box below (copy and paste) for each of the protected characteristics likely to be impacted.

4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
<i>What changes have you made as a result of this EIA?</i>	<i>Why have these changes been made?</i>
None to date	

5. Recommendation

Based your assessment, please indicate which course of action you are recommending to decision makers. You should explain your recommendation in the in the blank box below.

Outcome Number	Description	Tick
Outcome One	No major change to the policy/service/function required. This EIA has not identified any potential for discrimination or negative impact, and all opportunities to promote equality have been undertaken	x
Outcome Two	Adjust the policy/service/function to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?	
Outcome Three	Continue the policy/service/function despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> • Sufficient plans to stop or minimise the negative impact • Mitigating actions for any remaining negative impacts plans to monitor the actual impact. 	
Outcome Four	Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination (For guidance on what is unlawful discrimination, refer to the Equality and Human Rights Commission's guidance and Codes of Practice on the Equality Act concerning employment, goods and services and equal pay, available here).	
<i>Please use the box on the right to explain the rationale for your recommendation</i>	The is no requirement for any major change as we are bringing services for mental health back into ASC, providing us with greater scope to monitor and manage any impacts that might arise. Our assessment to date has not identified any significant potential for discrimination.	

6a. Version Control

Version Number	Purpose/Change	Author	Date
V.2	Changes made following attendance at DEG	Patrick Lines	30/09/19
V.3	Changes made following attendance at DEG – 16/12	Patrick Lines	18/12/19

The above provides historical data about each update made to the Equality Impact Assessment. Please do include the name of the author, date and notes about changes made – so that you are able to refer back to what changes have been made throughout this iterative process. For further information, please see the EIA Guidance document on version control.

6b. Approval

	Name	Date approved
Approved by*	<i>Head of Service – Jana Burton</i>	28/11/19
	<i>Executive Director</i>	N/A
	<i>Cabinet Member</i>	N/A
	<i>Directorate Equality Group</i>	

EIA Author	Patrick Lines
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*Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.

6c. EIA Team

Name	Job Title	Organisation	Team Role

If you would like this information in large print, Braille, on CD or in another language please contact us on:

Tel: 03456 009 009

Textphone (via Text Relay): 18001 03456 009 009

SMS: 07860 053 465

Email: contactcentre@surreycc.gov.uk

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ASC Mental Health Programme Plan Summary - Phase 2, January - July 2020

Workstream (WS)	Issue	January	February	March	April	May	June	July
WS1: Organisational Models (incorporating Infrastructure, Workforce, Service Models and Systems & Case Transfer)	<p>To review each defined area of service in line with an agreed set of principles and develop new social models within ASC and with partners and stakeholders that support people at an earlier stage, develop alternatives to detention and deliver outcome focussed recovery. To model and implement a new Hospital Discharge Team as part of this process. To link with commissioning colleagues to support strengthened ASC and CCG MH commissioning to align with strength based approaches supporting underlying factors which contribute to good MH and to support effective step down and move on post discharge.</p> <p>To monitor numbers, capacity and appropriateness of referrals to ensure increasing balance of community to secondary care referrals and to support new pathways and processes.</p> <p>To review MH staffing structures as part of the development of new social work models; to continue a rolling programme of recruitment to restore acceptable staffing levels in preparation for the new requirements for the Phase 2 operating model; to monitor the patterns of incoming referrals via the duty and hospital teams to inform capacity requirements of the future operating model; to develop the training offer for MH staff and embed cultural change</p>				90 day formal staff consultation period if required as a result of revised models			New models go live
WS2: Governance, Finance & Reporting	<p>Jan – March 2020 to be a monitoring and consolidation period with SABP and CCG colleagues of the new arrangements, developing a strengthened governance underpinned with any required MoU or Standard Operating Procedure (SOP); to agree internally an approach to reviews and savings in preparation for a fully costed savings plan from new financial year; to agree future reporting metrics.</p>							
WS3: Comms & Engagement	<p>To proactively deliver messages about the re-establishment of the new professional MH social work identity with key partners / providers in line with service models and pathways. Relevant residents, stakeholders and other professionals to receive clear communications and to be engaged in service developments.</p>							

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SURREY COUNTY COUNCIL**CABINET****DATE: 28 JANUARY 2020****REPORT OF: DR ZULLY GRANT-DUFF, CABINET MEMBER FOR CORPORATE SUPPORT****LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR FOR RESOURCES****SUBJECT: ANNUAL PROCUREMENT FORWARD PLAN 2020/21****SUMMARY OF ISSUE:**

The revised Procurement and Contract Standing Orders agreed by the Council in May 2019 require the preparation of an Annual Procurement Forward Plan (APFP) during the business planning cycle. The APFP has been developed for 2020/21 and Cabinet is asked to approve the Plan to allow implementation of the identified procurement activity.

This paper is to cover projects that had been missed off the original list presented to Cabinet in December 2019 due to an administrative error.

- 1 Project in Children Families Lifelong Learning & Culture
- 32 Projects in Corporate Resources
- 1 Project in Community Protection Transport & Environment

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Gives Approval to Procure for the projects listed in Annex 1 – “Annual Procurement Forward Plan for 2020/21” in accordance with the Council’s Procurement and Contract Standing Orders.
2. Agrees that where the first ranked tender for any projects listed in Annex 1 is within the +/-5% budgetary tolerance level, the relevant Executive Director, Director or Head of Service (as appropriate) is authorised to award such contracts.
3. Agrees the procurement activity that will be returned to Cabinet for review of the commissioning and procurement strategy prior to going out to market, and which is highlighted in grey in Annex 1.

REASON FOR RECOMMENDATIONS:

- To comply with the Procurement and Contract Standing Orders agreed by Council in May 2019.

- To provide Cabinet with strategic oversight of planned procurement projects for 2020/21.
- To ensure Cabinet oversight is focussed on the most significant procurements.
- To avoid the need to submit multiple individual requests for Approval to Procure as well as individual contract award approvals for work taking place in 2020/21.

DETAILS:

Business Case

1. Annex 1 lists all known projects over £181,302 that are due for procurement in 2020/21 year for each Directorate and Service. This threshold figure is the level at which the council is bound by the UK Public Contract Regulations 2015 to advertise in the Official Journal of the European Union (OJEU) and conduct a public tender for goods and services above £181,302. The threshold for works contracts is £4,551,413. The threshold levels will be increasing slightly from 1 January 2020. These projects will be publicised in due time using the established e-procurement platforms.
2. Annex 1 has been agreed with the relevant Executive Directors, Directors, Heads of Service, Finance and the Strategic Commissioning Unit.
3. Under section 1.6 of the Procurement & Contract Standing Orders (PCSO), Cabinet is asked to approve these forward plans so that they may proceed to procurement without delay and delegate award decisions to Executive Directors, Directors, or Heads of Service provided the outcome is within +/- 5% of the budget agreed with Finance when each project begins. Any project with an out-turn not within tolerance will be reported in line with PCSO table 2.7a:

Under £1m:	S151 Officer
Over £1m:	S151 Officer and relevant service Portfolio Holder
Over £5m:	S151 Officer and Cabinet
4. By approving the APFP in this way, there will be no need to gain Approval to Procure for each individual project for the remainder of this financial year. This will streamline Cabinet input and ensure focus on the most important projects throughout the year. However, it is likely that unforeseen projects will arise, and officers will need to seek Approval to Procure for these separately.
5. Where significant transformation or material change to the delivery of a commissioned service is proposed these projects have been identified in grey in Annex 1. Depending on the nature of the changes, public consultation and equality impact assessments may also be necessary. Further situations not currently anticipated (but included in Annex 1) may arise during the year. In any situation, the final proposed commissioning strategy and, if applicable, the outcome of any public consultation and equality impact assessment, will be brought back to Cabinet as an exception report for a new Approval to Procure.

6. Whilst the APFP is integral to the business planning cycle, it is not intended to set budgets for coming years, a task which is handled via the council's annual budget report. Where the contractual limits and the available budgetary provision are not in alignment, the lower of the two will generally prevail.

CONSULTATION:

7. Consultation will take place for individual projects as appropriate to the products or services required.

RISK MANAGEMENT AND IMPLICATIONS:

8. If the Council does not manage the contract renewal programme effectively and efficiently it could lead to a detrimental impact on value for money and required outcomes and benefits from our contracted services. Good forward planning will ensure adequate resources and sufficient time are dedicated to ensure appropriate procurement strategies and commercial negotiations to take place. Also, by bringing forward Cabinet approval there will be opportunity for Members to review and influence the plans in advance of any procurements being carried out.

Financial and Value for Money Implications

9. The APFP approach has been designed to facilitate better planning, early engagement and strategic oversight and, therefore, allows for more efficient and effective use of resources to support delivery of commissioning intentions.
10. Further financial and Value for Money implications will be considered on an individual project basis.

Section 151 Officer Commentary

11. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook is uncertain as it is heavily dependent on decisions made by Central Government. With no clarity on these beyond 2020/21, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
12. The Section 151 Officer supports the annual procurement plan which sets out the contracts expected to be retendered during the 2020/21 financial year. It remains however, the responsibility of the relevant Executive Director, Director or Head of Service to ensure that any expenditure committed to as a result of these procurements remain within approved budget envelopes and is consistent with the Directorate Commissioning Strategy (which should be approved by Cabinet).

Legal Implications – Monitoring Officer

13. Cabinet is being asked to give formal Approval to Procure for the projects listed in Annex 1 in accordance with the Council's Procurement and Contract Standing Orders. In making this decision, Cabinet should be cognisant of its fiduciary duty to Surrey residents to ensure services are provided effectively while also maintaining a balanced budget.
14. Notwithstanding Cabinet giving Approval to Procure, officers will have to ensure that the Public Contracts Regulations 2015 are complied with in relation to any procurements undertaken. Furthermore, commissioners will need to be aware of the 'best value duty' under Section 3 of the Local Government Act 1999 and its requirements on them. It states that the Council "...must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness."
15. For projects where additional statutory duties arise at a later date, for example as a result of a change in commissioning strategy, the Approval to Procure given at this stage will no longer be valid. Once additional statutory requirements have been satisfied, a report will need to return to Cabinet for a new Approval to Procure. Legal Services will advise in relation to any such situations.
16. Cabinet will note that authority to grant Approval to Procure in relation to selected health and social care matters has been delegated to the Council's representatives on the Committee in Common with Surrey's Clinical Commissioning Groups. The relevant projects are included in Annex 1 for information only.

Other Implications:

17. There are no significant implications upon key council priorities and policy areas.

WHAT HAPPENS NEXT:

18. The approved plans will be delivered during the financial year 2020/21.

Contact Officer:

Anna Kwiatkowska, Head of Procurement, Procurement Service

Consulted:

Service Directors, Finance, Strategic Commissioning Unit.

Annex 1 – "Annual Procurement Forward Plan for 2020/21"
Categories and Terminology – Explanatory Note to Annex 1

Sources/background papers:

Procurement and Contract Standing Orders 2019

Corporate Resources

Directorate	Service	Contract Name (over Regulatory Threshold and over £181,302)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Corporate Resources	Property	Multidisciplinary Consultants to provide Professional Technical Services for Construction and Refurbishments	Appointment of a minimum of 2 x Multidisciplinary Consultants as Strategic Partners to carry out feasibility, design & contract administration in the Education and non Education Sectors.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	01/06/20	No
Corporate Resources	Property	Non Education Premises Build and Refurbishment	Appointment of a minimum of 2 x Building Contractors as Strategic Partners to carry out Construction and refurbishments of Non Education Premises over a 5 year programme.	Capital	N/A	New Procurement Requirement	Accessing Frame	01/06/20	Yes
Corporate Resources	Property	Education Premises Build and Refurbishment	Appointment of a minimum of 2 x Building Contractors as Strategic Partners to carry out Construction and refurbishments of Education Premises.	Capital	N/A	New Procurement Requirement	Accessing Frame	01/06/20	Yes
Corporate Resources	Property	Leachate Disposal from closed landfill sites	Collection and Disposal of Leachate from Trumps Farm and Crowhurst closed landfill sites	Revenue	07/03/21	Renewal of Existing	Tender	08/03/21	No
Corporate Resources	Property	SCC Orbis Professional and Technical Services Framework (PTS)	Framework to provide professional and technical services for construction projects.	Mixed	30/04/2020	Renewal of Existing	Creation of Framework Agreement	01/05/20	No
Corporate Resources	Property	SCC Orbis Construction Framework Agreement	Construction Works Framework	Mixed	31/07/2020	Renewal of Existing	Creation of Framework Agreement	01/08/20	No
Corporate Resources	Property	Framework agreement for business removal services and call off contract for Surrey County Council	Framework agreement for listed users for business removal services and call off contract for surrey county council	Mixed	30/09/2020	Renewal of Existing	Accessing Framework Agreement	01/10/20	No
Corporate Resources	Property	SCC Property management agreement	To provide comprehensive day-to-day commercial property management of surrey county councils investment portfolio currently totalling circa £30m	Mixed	29/11/2020	Renewal of Existing	Tender	01/12/20	No
Corporate Resources	Property	SCC Property Investment Advisor	Consultants to have responsibility for providing property investment advise and asset management of the Surrey County Council investment portfolio	Mixed	08/01/2021	Renewal of Existing	Tender	09/01/21	No
Corporate Resources	Property	SCC Provision of Passive Fire Protection Works	The prime aim of this Contract is for the design and installation of passive fire protection works within premises managed by Surrey	Revenue	31/03/2021	Renewal of Existing	Accessing Framework Agreement	01/04/21	No
Corporate Resources	Property	SCC Planned Maintenance	Appointment of Category specific Strategic Partners on a 4 + 2 Years basis to undertake all relevant planned maintenance works against a 5 year rolling plan @ £20-24M pa	Mixed		New Procurement Requirement	Accessing Framework Agreement	01/04/21	Yes
Corporate Resources	Property	Worplesdon School - Construction of SEND Centre	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	St Paul's Catholic College Sunbury	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Godalming 1 FE Primary School	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No

Corporate Resources	Property	Town Farm	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Guildford 1FE Primary School	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Woking 1FE Secondary School	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Ash Manor Secondary School	Ash Manor School delayed to 20/21	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	St Paul's Spelthorne 1 FE	St Paul's Spelthorne 1 FE	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Spelthorne Secondary 1 FE Thamesmead/Bishop Wand	Spelthorne 1 FE Thamesmead/Bishop Wand	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Collingwood- Secondary	Collingwood- Increase 1FE	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Kings International 2FE	Kings International 2FE	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Oakwood Expand by further 1FE	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	The Beacon School	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Fulbrook 2FE	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Jubilee High 1 FE	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Chertsey High 3FE	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Brookwood SEND School	Appointment of Consultant to carry out fesability, design & contract administration	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	Brookwood SEND School	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	PRU Co-location West of County	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Property	PRU Co-location East of County	Appointment of a main building contractor to undertake the works.	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	20/21	No
Corporate Resources	Procurement	Supply of Office Stationery	Supply of office stationery	Revenue	10/03/2020	Renewal of Existing	Accessing Framework Agreement	11/09/2020	No

Childrens Families Learning and Culture

Directorate	Service	Contract Name (over Regulatory Threshold and over £181,302)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Children Families Lifelong Learning & Culture	Family Resilience and Safety	Habilitation Tender for children and young people with vision impairment and dual sensory loss of vision and hearing	Habilitation Tender for children and young people with vision impairment and dual sensory loss of vision and hearing	Revenue	31/01/2021	Renewal of Existing	Light Touch Regime	01/02/21	No

Community Protection Transport & Environment

Directorate	Service	Contract Name (over Regulatory Threshold and over £181,302)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Community Protection Transport & Environment	Transport	Leaseplan	Procurement, lease, maintenance management of vehicle fleet	Mixed	31/10/2020	Replacement with New Service	Accessing Framework Agreement	01/11/20	No

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