

Cabinet

**Date & time**

Tuesday, 23
February 2021 at
2.00 pm

Place

Remote Meeting
MS Teams

Contact

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Chief Executive

Joanna Killian



We're on Twitter:
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Cabinet Members: Mrs Natalie Bramhall, Mr Matt Furniss, Mrs Julie Iles OBE, Mr Colin Kemp, Mrs Mary Lewis, Mrs Sinead Mooney, Mr Mark Nuti, Mr Tim Oliver, Mrs Becky Rush and Ms Denise Turner-Stewart

Deputy Cabinet Members: Miss Alison Griffiths, Mr Edward Hawkins and Miss Marisa Heath

Please note that due to the COVID-19 situation this meeting will take place remotely.

Please be aware that a link to view a live recording of the meeting will be available on the Cabinet page on the Surrey County Council website. This page can be accessed by following the link below:

<https://mycouncil.surreycc.gov.uk/ieListMeetings.aspx?CId=120&Year=0>

If you have any queries relating to accessing this agenda please email vicky.hibbert@surreycc.gov.uk or huma.younis@surreycc.gov.uk

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

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1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 26 JANUARY 2021

(Pages 1
- 22)

To agree the minutes of the last meeting as a correct record 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 (17 February 2021).

b Public Questions

The deadline for public questions is seven days before the meeting (16 February 2021).

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 (Pages 23 - 34)

Cabinet to consider the following:

- A. Customer Experience Task Group Report (Resources and Performance Select Committee)

6 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING (Pages 35 - 42)

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

7 COVID- 19 DELEGATED AND URGENT DECISIONS TAKEN (Pages 43 - 52)

To ensure transparency of decisions taken in response to COVID-19, Cabinet are asked to note the attached decisions taken since the last meeting.

8 COVID-19: SURREY COUNTY COUNCIL UPDATE (Pages 53 - 64)

As we move into the second month of the national lockdown, the purpose of this report is to set out the latest Public Health information about Covid-19 and update Cabinet on the strategic and sensitive issues arising from the extensive response and recovery work going on across Surrey.

[Where necessary a waiver for call-in will be sought from the relevant Select Committee Chairman]

9 SETTING A RADICAL AGENDA FOR EQUALITY, DIVERSITY AND INCLUSION IN SURREY AND SURREY COUNTY COUNCIL (Pages 65 - 92)

This report asks the Cabinet to endorse a new Action Plan to embed equality, diversity and inclusion (EDI) into everything we do at the council. It sets out a new vision for EDI and takes a radical approach that will change the systems, processes and behaviours affecting the experiences of all Surrey residents and staff who work for the council.

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

10 CABINET MEMBER STRATEGIC PRIORITY AREA UPDATE: TACKLING HEALTH INEQUALITIES (Pages 93 - 94)

To receive an update from the Cabinet Member for Adult Social Care, Public Health and Domestic Abuse, Sinead Mooney on activity being undertaken to progress the 'Tackling Health Inequalities' priority area of the refreshed Organisation Strategy.

11 IMPROVING MENTAL HEALTH OUTCOMES, EXPERIENCES AND SERVICES IN SURREY (Pages 95 - 110)

This report sets out the pressures and challenges being faced by the

mental health system in Surrey, the issues and concerns arising and the multi-agency approach and activity underway aimed at addressing them, to ensure improved mental health outcomes, experiences and services for Surrey residents.

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

12 WOODHATCH MASTERPLAN (Pages 111 - 126)

This report seeks approval for capital programme funding for the appointment of consultants and a preferred contractor for preconstruction services to complete the Woodhatch masterplan feasibility study and develop the scheme up to submission of planning for the following identified service needs and development of the site infrastructure, external works, ecology and sustainability.

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

N.B There is a Part 2 annex at Item 22.

13 EXTRA CARE HOUSING - CAPITAL DELIVERY (Pages 127 - 182)

This report focuses on future sites which will provide the opportunity to deliver a further 415 units of affordable Extra Care Housing across several locations in Surrey. It seeks in-principle approval to prioritise these sites for the development Extra Care Housing and to take forward the necessary feasibility work allowing these sites, subject to final cabinet approval, to progress to construction and delivery stage as swiftly as possible.

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

N.B There is a Part 2 annex at Item 23.

14 DELIVERY OF CARE LEAVER ACCOMMODATION AND CHILDREN'S HOMES (Pages 183 - 196)

This report seeks Cabinet approval to progress the delivery of a new children's home as well as supporting a programme for the delivery of new care leaver accommodation. Both support the delivery of Care Leaver Accommodation and Children's Home strategy for children growing up in the care of the council.

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

N.B There is a Part 2 annex at Item 24.

15 SCHOOL ORGANISATION PLAN (Pages 197 - 246)

The Cabinet is asked to consider the Surrey School Organisation Plan covering the academic years from September 2020-2030 for publication.

[The decisions on this item can be called in by the Children, Families, Lifelong Learning & Culture Select Committee]

- 16 SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) TRANSFORMATION PROGRAMME UPDATE** (Pages 247 - 258)

The SEND Transformation Programme was established as a means to achieve the strategic aims outlined in Surrey's SEND Partnership Strategy 2019-2022. This report outlines what the SEND Transformation Programme has achieved so far and the proposed focus for 2021 to embed and accelerate change.

[The decisions on this item can be called in by the Children, Families, Lifelong Learning & Culture Select Committee]

- 17 SURREY INFRASTRUCTURE PRIORITISATION** (Pages 259 - 274)

Surrey County Council is working with partners in the development of a Surrey Infrastructure Plan, which builds on the Surrey Infrastructure Study. This report sets out the next step in the development of that Plan – the prioritisation framework that will be used to provide an evidence-based approach to identifying the county's infrastructure priorities.

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

- 18 STRATEGIC INVESTMENT BOARD ANNUAL REPORT - FINANCIAL YEAR 2019/20** (Pages 275 - 306)

To present to Cabinet the Annual Report of the Strategic Investment Board.

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

N.B There is a Part 2 annex at Item 25.

- 19 REPROVISION OF BOOKHAM YOUTH CENTRE AND ASSOCIATED RESIDENTIAL DEVELOPMENT** (Pages 307 - 324)

This paper sets out the Council's proposal for a replacement of the Youth and Community Centre within Great Bookham in Mole Valley and to provide housing on the existing site.

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

- 20 2020/21 MONTH 9 (DECEMBER) FINANCIAL REPORT** (Pages 325 - 332)

This report provides details of the County Council's 2020/21 financial position as at Month 9 (M9) 31 December 2020 for revenue and capital budgets and the projected outlook for the financial year.

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

21 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

22 WOODHATCH MASTERPLAN

(Pages
333 -
338)

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 and Performance Select Committee]

23 EXTRA CARE HOUSING - CAPITAL DELIVERY

(Pages
339 -
344)

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 and Performance Select Committee]

24 DELIVERY OF CARE LEAVER ACCOMMODATION AND CHILDREN'S HOMES

(Pages
345 -
354)

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 and Performance Select Committee]

25 STRATEGIC INVESTMENT BOARD ANNUAL REPORT - FINANCIAL YEAR 2019/20

(Pages
355 -
368)

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 and Performance Select Committee]

26 ACQUISITION OF APERDELE ROAD SITE FOR EDUCATIONAL PURPOSES

(Pages
369 -
380)

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 and Performance Select Committee]

27 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**

Published: Monday 15 February 2021

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.

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 26 JANUARY 2021 AT 2.00 PM
VIA MS TEAMS, REMOTE MEETING.**

These minutes are subject to confirmation by the Cabinet at its next meeting.

Members:

*Mr Tim Oliver (Chairman)	Mrs Natalie Bramhall
*Mr Colin Kemp (Vice-Chairman)	*Mrs Mary Lewis
*Dr Zully Grant-Duff	*Mrs Julie Iles
*Mrs Sinead Mooney	*Mr Matt Furniss
*Mr Mel Few	*Ms Denise Turner-Stewart

Deputy Cabinet Members:

*Mrs Becky Rush	*Miss Alison Griffiths
*Mr Mark Nuti	*Miss Marisa Heath
*Mr Edward Hawkins	

* = Present

Members in attendance:

Mr Nick Harrison, Chairman of the Resources and Performance Select Committee

The Leader made a short announcement before the start of the formal meeting agenda. The following key points were made:

- That despite the pandemic, the council, working alongside partners continues to focus on delivering service improvements for residents.
- The Leader thanked frontline staff who continue to do a great job supporting vulnerable residents and communities.
- The Leader thanked the team within the council and the teams within the two health systems, Surrey Heartlands and Frimley for their support with rolling out the vaccination programme. The council will be on target for vaccinating all those residents in the top four cohorts.
- A special thanks was given to residents for continuing to comply with lockdown restrictions. The Leader reminded everyone that the vaccine would take up to three weeks to be effective and therefore it was important that those whom had taken the vaccine still needed to comply with restrictions.
- The Leader welcomed Dr Jim Glover and Laura Thurlow from Community Foundation for Surrey to the meeting. The council would continue to provide support to the Community Foundation for Surrey and have committed to £500k funding for next year.
- Mark Nuti had been appointed as the Cabinet Member for Communities and Becky Rush as the Cabinet Member for Resources and Corporate Support. Both Mel Few and Zully Grant-Duff would be stepping down from the Cabinet. The Leader thanked both Mel and Zully for their exceptional work and commitment, wishing them both the best for the future.

- As part of the budget item, the council would be recommending an increase in council tax by 2.49%. In real terms, this would mean an increase for a Band D property to 72p per week and for a Band H property this would be an increase of £1.45 per week. The increase was significantly lower than council tax increases imposed by other local authorities and 50% of what the government would allow without a referendum.
- Investment and increased spending would be seen in independent living and extra care accommodation, facilities for those with Special Educational Needs and Disabilities (SEND), ultra-low emission vehicles, flood alleviation schemes, highways maintenance and major infrastructure schemes.
- There were four key areas that residents want the council to focus on, these include, education, adult social care, children social care and highways. This budget gives focus on these key areas.

PART ONE **IN PUBLIC**

1/21 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Natalie Bramhall.

2/21 MINUTES OF PREVIOUS MEETING: 15 DECEMBER 2020 [Item 2]

The Minutes of the Cabinet meeting held on 15 December 2020 were approved as a correct record of the meeting.

3/21 DECLARATIONS OF INTEREST [Item 3]

There were none.

4/21 PROCEDURAL MATTERS [Item 4]

4/211 MEMBERS' QUESTIONS [Item 4a]

There was one member question. The question and response were published as a supplement to the agenda. The Cabinet Member for Adult Social Care and Public Health stated that the public health team had recently submitted a bid to the Department of Health and Social Care for funding to go live with a series of asymptomatic testing sites across the county. The Cabinet Member confirmed that from 01 February 2021 three sites would go live, these would be, Thameside in Staines- Spelthorne, Goldwater in Woking and Bourne Hall in Epsom and Ewell. Two weeks later a further three sites would go live in Reigate and Banstead, Guildford and Elmbridge. Two weeks after this, as part of a third tranche, sites would go live in Waverley and Surrey Heath. These asymptomatic sites would compliment the current testing sites that are up and running. In addition to this, public health were also working hard with colleagues in pharmacy settings to finalise a commitment from up to 45 pharmacies across the County who will also be rolling out asymptomatic testing. The good work of the public health team in deploying this testing model so rapidly was acknowledged.

5/21 PUBLIC QUESTIONS [Item 4b]

There were two public questions. The questions and responses were published as a supplement to the agenda.

6/21 PETITIONS [Item 4c]

One petition with 812 signatures had been received. It requests that Surrey County Council rewards their social care staff appropriately during the pandemic. The response to the petition was published as part of the supplementary agenda. Mr Paul Couchman presented the petition. Mr Couchman explained that the proposed changes from 1 April 2021 would mean that many staff are actually worst off, with some facing cuts of 10%. The following four 'asks' were raised, the first, to backdate the enhancements to the end of September 2020 when they were stopped, the second, to consider a further recognition offer to those vital and dedicated workers, the third, to look again at the current pay offer and reinstate the 2% pay offer and finally, to take another look at unsocial hours allowances in the pay offer. The Cabinet Member for Adult Social Care and Public Health acknowledged the personal courage and bravery of all frontline staff. The four 'asks' would be taken away and explored further with the service, Executive Director and HR.

7/21 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

There were none.

8/21 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 5]

Five decisions from the Committee in Common had been taken since the last Cabinet meeting.

RESOLVED:

That the delegated decisions taken since the last meeting of the Cabinet be noted.

Reason for decision:

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

9/21 COVID-19 DELEGATED AND URGENT DECISIONS TAKEN [Item 6]

No decisions were taken on this item.

10/21 COVID-19: SURREY COUNTY COUNCIL UPDATE [Item 7]

The Leader explained that very strong partnership working was taking place across the system and the report reflects on the activity taking place. Communications around testing and lockdown restrictions had been actively

promoted with ad vans travelling across the county. 26 vaccination centres had been opened with two mass vaccination centres in Guildford and Epsom. The vaccination process would start with the top 4 cohorts. The Leader explained that residents being offered vaccinations outside of the county did not have to accept this and should speak to their GP to get this re-arranged at a local vaccination centre. The Director of Public Health, Ruth Hutchinson was thanked for her sterling work in guiding the county through the pandemic. The Leader explained that Recommendation 8 should be amended to read May 2021 which was the anticipated date of the elections. Paragraph 47 should also be amended to read 6 May 2021.

RESOLVED:

1. It be agreed that decision-making for the use of the latest £3.3m of Contain Outbreak Management Fund (COMF) received and all future COMF monies be delegated to the Director of Public Health in consultation with the Cabinet Member for Adults & Health and Surrey's Local Resilience Forum (SLRF).
2. It be agreed that decision-making on the distribution of the grant to support Clinically Extremely Vulnerable (CEV) during the current lockdown, and future tranches of this grant be delegated to the Deputy Chief Executive, in consultation with the Cabinet Member for Finance and the Cabinet Member for Adults & Health.
3. That the challenges to the provision of normal council services presented by the new variant and more transmissible Covid-19 virus be noted.
4. That the principle of needing to de-prioritise certain services/projects to enable more capacity to be deployed into critical services be noted and endorsed.
5. That the lobbying for the prioritisation of key workers, including teachers, to have access to the vaccination programme as soon as possible be noted and endorsed.
6. That the latest public health situation, nationally and in Surrey, actions being delivered through Surrey's Local Outbreak Control Plan, and the ongoing support to vulnerable residents, including through the council's Community Helpline and the Covid Winter Support Grant scheme be noted.
7. That the latest impacts on Adult Social Care and Children's, Families, Lifelong learning services be noted.
8. That the ongoing preparation for the local elections in May 2021 and associated risks be noted and endorsed.
9. That the work in train to better understand and respond to the impacts on communities of Covid-19, and the work being planned and undertaken to harness the community spirit evident across the county be noted and endorsed.

Reason for Decision:

The county and council continue to face unprecedented challenges due to the Covid-19 crisis. We are simultaneously managing response activity and work with our partners to enable recovery within the county, looking ahead to a return to day-to-day life for communities following the end of national lockdown.

The recommendations set out in this report ensure Cabinet are appraised of the most recent work going on across the council to protect, sustain and support residents and communities and the economy of Surrey.

[Where necessary a waiver for call-in will be sought from the relevant Select Committee Chairman]

11/21 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 8]

The Chairman of the Resources and Performance Select Committee thanked the Cabinet Member for Resources for the response to the scrutiny recommendations. On the recommendation on the capital programme the clarification of the process was welcomed. On the second recommendation regarding council tax and business rates, it was clear that much work had been done and the budget assumption on the collection fund had changed substantially since first review. He explained that the Resources and Performance Select Committee reviewed the draft budget last week and were satisfied with the revised budget. The Resources and Performance Select Committee were satisfied that positive steps had been taken to close the budget gap of £18.3m. The Chairman of the Resources and Performance Select Committee briefed the Cabinet on the comments raised by the Children's and Adults Select Committees on challenges in their service areas. The Cabinet Member for Resources was thanked for his exceptional services in the finance and resources area. The Leader thanked the Select Committees for their scrutiny work on the budget.

The Cabinet Member for All-Age Learning referred to comments from the Select Committee on the habitual use of the general Fund to offset overspends. The Select Committee were right to say this was unsustainable in the long term. The Cabinet response to the recommendations highlights improvement in practice and gives confidence in setting out the early intervention work and the graduated response approach rather than their availability being inadequate as suggested by the committee. Some of the projects were in their infancy and others such as the new commissioning arrangements for CAMHS had not yet started. The Cabinet Member for Communities spoke on behalf of the Cabinet Member for Environment and Climate Change and stated work was being undertaken to improve the visitor experience to the countryside. She explained that £3m would be invested over 5 years into improving public rights of way and into improving the countryside estate.

RESOLVED:

That the Scrutiny of 2021/22 Draft Budget and Medium-Term Financial Strategy to 2025/26 report be noted and recommendations agreed.

12/21 2021/22 FINAL BUDGET AND MEDIUM- TERM FINANCIAL STRATEGY TO 2025/26 [Item 9]

The report was introduced by the Cabinet Member for Resources whom explained that the production of the 2021/22 budget had been developed through an integrated approach across Strategy, Transformation and Finance, based around a set of Core Planning Assumptions which set out likely changes to the environment in which we delivered our priorities. The budget being presented reflected the successes of the major transformation programmes and efficiencies driven by the Council, which commenced over three years ago. The draft budget process began well before December 2020 with the draft budget presenting a gap of £18.3m. This gap had now closed with a balanced budget finalised and no use of reserves. The Cabinet Member detailed all the actions that had been taken to close this gap. Details were given of the ambitious capital expenditure programme of £1.9b over the period till 2026. The Cabinet Member detailed the key elements of the budget including how the budget had been prepared, the revenue budget, council tax precept, adult social precept, business rates, government grant funding, expenditure and budget reserves. The Cabinet Member stated that he was satisfied the budget was balanced, fair and deliverable.

The Deputy Cabinet Member for Resources updated the Cabinet on capital expenditure and financing elements of the budget. The total capital budget for the next five years totalled £1b for capital projects and £900m for pipeline projects, which are the schemes at an early stage of development. A detailed breakdown was given of the capital budget and the services that would be impacted. Details were also provided on the financing elements of the budget.

Each of the Cabinet Members then proceeded to highlight the positive areas of the budget which supported their specific services. The Cabinet Member for Resources, Executive Director for Resources and finance team were congratulated for the presentation of the budget. The Cabinet highlighted that the budget would allow the council to deliver on the community vision for Surrey.

The Cabinet for Resources paid a special thanks to Anna D'Alessandro, Rachel Wigley, Mark Hak-Sanders and Nikki O'Connor who had put in tremendous effort to producing the budget. Leigh Whitehouse, the Executive Director for Resources was thanked for his oversight and direction. The 14 recommendations in the report were unanimously agreed by Cabinet.

RESOLVED:

That Cabinet makes the following recommendations to Council on 9 February 2020.

Cabinet recommends that Council:

1. Approves the net revenue budget requirement be set at **£1,003.6 million** (net cost of services after service specific government grants) for 2021/22 (Annex B), subject to confirmation of the Final Local Government Financial Settlement;

2. Approves the total Council Tax Funding Requirement be set at **£777.9 million** for 2021/22. This is based on a council tax increase of 2.49%, made up of an increase in the level of core council tax of 1.99% to cover core Council services and an increase of 0.5% 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 core 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 £1,549.08, which represents a 2.49% uplift. This is a rise of £0.72 a week from the 2020/21 precept of £1,511.46. This includes £139.01 for the Adult Social Care precept, which has increased by £7.55. A full list of bands is as follows:

Valuation band	Core precept	ASC precept	Overall precept
A	£940.05	£92.67	£1,032.72
B	£1,096.72	£108.12	£1,204.84
C	£1,253.40	£123.56	£1,376.96
D	£1,410.07	£139.01	£1,549.08
E	£1,723.42	£169.90	£1,893.32
F	£2,036.77	£200.79	£2,237.56
G	£2,350.12	£231.68	£2,581.80
H	£2,820.14	£278.02	£3,098.16

5. Approves the Flexible Use of Capital Receipts Strategy for 2021/22 to meet the statutory guidelines for the use of such receipts to fund transformation (Annex F);
6. Notes that underlying General Fund Balances are projected to remain at £24.2 million as at 1 April 2021;
7. Approves the Total Schools Budget of £537.3 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 2021/22 budget (Annex B);
9. Approves the total £1,905.5 million proposed five-year Capital Programme (comprising £1,026.2m of budget and £879.2m pipeline) and approves the £184.9 million Capital Budget in 2021/22 (Annex C);
10. Approves the Capital and Investment 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 I);

12. Agrees the Council's refreshed Transformation Programme (as set out in section 3 of 2021/22 Final Budget Report and Medium-Term Financial Strategy to 2025/26)

13. Note that the investment in transformation required to deliver improved outcomes and financial benefits is built into the proposed Medium-Term Financial Strategy (as set out in section 3 of 2021/22 Final Budget Report and Medium-Term Financial Strategy to 2025/26) and;

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

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

Reason for Decision:

Council will meet on 9 February 2021 to agree a budget and to set the Council Tax Precept for 2021/22. 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 Refreshed 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.

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

**13/21 CABINET MEMBER STRATEGIC PRIORITY AREA UPDATE:
EMPOWERING COMMUNITIES [Item 10]**

Both Item 10 and 11 were considered together. The report was introduced by the Deputy Cabinet Member to the Leader whom explained that Empowering communities was key to delivering our vision of a county where no one is left behind; ensuring residents in Surrey can play an active role in tackling local issues, supporting one another and influencing decisions that will shape their future. The 'Make It Happen' campaign which highlights the importance of working together to strengthen our communities and create better places to live had recently been launched. The Deputy Cabinet Member announced a £500k investment in the Community Foundation for Surrey which he hoped would be match funded.

Since its launch, the new 'Common Place' web-based ideas platform had already had nearly 450 schemes posted with over 10,600 people interacting with it. As at the end of last week, 47,000 visitors had visited the site with 600 projects and ideas being posted in the map. Public question and answer sessions had been organised to explain the process for the fund. It was stressed that the fund was designed to support legacy projects with the Community that were going to benefit and enhance areas across the County. The scheme was not designed to fund highway projects. It was envisaged that the application process would open in March with the funding being granted in the summer.

Dr Jim Glover OBE, Chairman, Community Foundation for Surrey updated the Cabinet on the work being undertaken by the Community Foundation for Surrey. The Chairman briefed the Cabinet on the priorities of the Foundation in understanding levels of needs, developing detailed knowledge of charities and voluntary groups and inspiring philanthropic giving. The Chairman updated Members on the development of the Coronavirus Respond Fund and thanked Surrey County Council for their support with funding of £200k. The further £500k awarded to the Foundation through the council was welcomed. Colleagues would work hard to ensure this was match funded by local donors.

The Leader thanked the Chairman of Community Foundation for Surrey for his leadership on behalf of the council and looked forward to continuing partnership working with the Foundation.

RESOLVED:

That the Cabinet Member Strategic Priority Area update report be noted.

14/21 YOUR FUND SURREY UPDATE [Item 11]

See Minute 13/21.

RESOLVED:

1. That the progress of the Fund since its launch in November 2020 be noted.
2. That a VCFS representative from Surrey Community Foundation sit on the network of experts that assess and score bids.
3. That the establishment of the YFS Advisory Panel be noted.
4. That the suggested timescales for the next steps for the Fund and the opening of the first funding window be agreed.

Reason for Decision:

Your Fund Surrey (YFS) continues to represent a significant and exciting opportunity for Surrey County Council (SCC) to invest in a meaningful and lasting way in communities, and for communities to drive projects that will make a real difference. The Fund fills a unique gap in the market for investment in truly resident and community-led projects to have a positive impact on the places in which they live.

YFS is a key part of the Council's wider Empowering Communities programme of work that is seeking to stimulate local engagement and involvement. By providing the financial backing for community-led projects, the Fund will help to ensure the benefits of the funding match local need and builds local resilience and sustainability by helping people help themselves.

This report highlights the innovative ways in which communities have been involved and engaged in the development of the Fund and the significant

interest so far from groups in wanting to use YFS to design and deliver projects that will benefit the areas in which they live.

The recommendations set out the continued work and planned next steps to ensure the Fund is accessible to all and can start to support successful projects once the funding window opens in spring 2021. As set out in the proposed timescales, this timeline is subject to review and monitoring of the ongoing impact of the Covid-19 pandemic.

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

15/21 PLACEMENT VALUE AND OUTCOMES: DEVELOPING LOCAL SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) PROVISION TO MEET DEMAND IN SEPTEMBER 2021 [Item 12]

The report was introduced by the Cabinet Member for All-Age Learning who explained that Surrey's existing maintained specialist estate, which includes places in specialist centres and units in mainstream schools and special schools, had 3,477 places of which 98% were currently occupied. The current position was that 400 additional specialist school places were needed on top of those already planned for the beginning of September 2021. It was explained that the average unit cost was £53k per learner per annum for independent sector provision compared to the average cost of £23k per learner per annum for maintained specialist places. The report recommended the use of £11.5m of the total approved SEND Capital Funding of £79.6m for a programme of adaption and refurbishment of SCC owned assets and maintained schools in Phase 3 of the SEND capital programme.

The Cabinet Member then went onto update the Cabinet on the SEND offer. An inspection in 2016 highlighted five areas where services for children with special education needs and disabilities required improvement. A revisit by Ofsted, and the Care Quality Commission in May 2019 left one area of focus which was connected with the increasing rates of absence and exclusion for children and young people who had specialist requirements. As of December 2020, the Department of Education and National Health officials confirmed that the council had demonstrated clear and sustained progress and that there was no longer a need for them to continue any formal monitoring.

RESOLVED:

1. That the strategy is agreed and the use of £11.5m of the total approved SEND Capital Funding of £79.6m be approved in principle for a programme of adaption and refurbishment of SCC owned assets and maintained schools in Phase 3 of the SEND capital programme to create 400 additional specialist school places in Surrey for September 2021.
2. That delegated authority to agree individual projects and resources is given to the Cabinet Member for All Age Learning and Cabinet Member for Resources, subject to a detailed business case for each scheme.

Reason for Decision:

Following the introduction of The Children and Families Act, 2014 and revised SEND Code of Practice in 2015, Surrey has seen the number of Education, Health and Care Plans (EHCPs) increase by between 11-18% each year, resulting in the projected demand for 5,100 specialist school places.

This significant increase in demand for specialist provision has led to a historic over reliance on the independent school sector. Surrey's ambition is to ensure sufficient maintained placement availability for the cohort of children and young people who have SEND and need specialist placements. The recommended Phase 3 SEND capital investment completes the planning for sufficiency of specialist school places in the academic year 2021/22.

[The decisions on this item can be called in by the Children, Families, Lifelong Learning & Culture Select Committee]

16/21 CHILDREN'S IMPROVEMENT UPDATE [Item 13]

The report was introduced by the Cabinet Member for Children, Young People & Families who informed the Cabinet that a new Executive Director for Children Services, Rachael Wardell had been appointed. There had not been any Ofsted monitoring visits for some time due to the pandemic. Ofsted visits re-started in the autumn but Surrey had not been visited as there were no concerns about the council at the moment. A Covid themed monitoring visit would be organised in due course and the Cabinet Member was confident that the new Executive Director for Children Services was the right person to guide Surrey through this as she had done this at her previous local authority. An update was given on the peer review undertaken by East Sussex and Wokingham. The attached report evidences areas of improvements in the service. The Cabinet Member stated that the pandemic would impact improving practice which is fundamental to making things better for families.

The Deputy Cabinet Member for People recognised that a huge amount of work had been done to keep families together as the report shows. The Cabinet Member for Children, Young People & Families was thanked for her work.

RESOLVED:

1. That the challenges presented by the Covid-19 pandemic, the risks highlighted in the report as a result of these challenges and the actions being taken to continue focussing on delivery of frontline services be noted.
2. That a further report is taken to Cabinet in spring 2021 – to include an update on the children's improvement activity and the continued impact of the Covid-19 pandemic and the response from Surrey's children's services.

Reason for decision:

Following the suspension of routine Ofsted inspections in March 2020 due to COVID-19, the HMCI (Her Majesty's Chief Inspector) has now outlined the interim plans for a phased return to routine inspections. Surrey's children's

services look forward to hosting Ofsted for a Focussed Visit between January and March 2021 and will welcome feedback on how the local authority has supported children, young people and families throughout the pandemic.

The routine national inspection activity is expected to resume from April 2021; this was re-confirmed following the November/December 'lockdown' with further detail available on the GOV.UK website. We are anticipating a full re-inspection of Surrey's children's services later in 2021.

[The decisions on this item can be called in by the Children, Families, Lifelong Learning & Culture Select Committee]

17/21 ADMISSION ARRANGEMENTS FOR SURREY'S COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS AND THE COORDINATED SCHEMES THAT WILL APPLY TO ALL SCHOOLS FOR SEPTEMBER 2022 AND SURREY'S RELEVANT AREA [Item 14]

The Cabinet Member for All-Age Learning explained that Surrey County Council was responsible for setting the admission arrangements for 91 community and voluntary controlled schools for 2022 and the coordinated schemes across education settings. This was an annual process for school admissions but detailed explanation of the considerations around the removal of "nearest school" designation were given and the requirement to respond to a decision on this from the office of the school's adjudicator. The Cabinet Member for Corporate Support explained that chatbots had been deployed on webpages to advise families on admissions arrangements. The Cabinet Member for All-Age Learning confirmed that the chatbots had been successful and were being assessed for deployment on the school transport webpages.

RESOLVED:

That Cabinet make the following recommendations to the Council on 9 February 2021.

Cabinet recommends that Council:

Recommendation 1

That priority for children who have the school as their 'nearest school' is removed for the majority of community and voluntary controlled schools for 2022 admission, as indicated in Enclosure 5.

Reasons for Recommendation

- It will ensure the local authority complies with a decision of the Schools Adjudicator
- It will ensure that the admission arrangements for these schools comply with the School Admissions Code in regard to catchments
- It will simplify the admission arrangements
- It will enable parents to better understand how their application will be considered
- Analysis would indicate that this change will have no or minimal impact on the intake to each of these schools
- It will enable school specific criteria to remain where they already exist to accommodate feeder links
- The final distance criterion will still exist which will enable remaining applicants to be prioritised based on the distance they live from the

school, ensuring children who live closer to the school are allocated ahead of children who live further away

- 55% of academies, foundation, trust and voluntary aided schools do not give priority on the basis of 'nearest school'

Recommendation 2

That a sibling link is introduced for Beauclerc Infant School with Chennestone Primary School for 2022 admission.

Reasons for Recommendation

- There was overall support for this change
- It is supported by the Headteacher and Governing Body of the school
- It would support families with more than one child as families with a sibling at Chennestone School would benefit from sibling priority for a place at Beauclerc Infant School
- It would maximise the opportunity for families to keep children together or at schools with agreed links

Recommendation 3

That a sibling link is introduced for Horley Infant School with Yattendon School for 2022 admission.

Reasons for Recommendation

- There was overall support for this change
- It is supported by the Headteacher and Governing Body of the school
- It would support families with more than one child as families with a sibling at Yattendon School would benefit from sibling priority for a place at Horley Infant School
- This proposal is in line with a separate proposal by the Governing Body of Yattendon School to introduce a reciprocal sibling link with Horley Infant School
- It would maximise the opportunity for families to keep children together or at schools with agreed links

Recommendation 4

That the Published Admission Number for Reception at Onslow Infant School is reduced from 90 to 60 for 2022 admission.

Reasons for Recommendation

- It is supported by the Headteacher and Governing Body of the school, having been requested by them
- There will still be sufficient places for local children if the PAN is decreased
- It would help the school maintain financial viability
- It reflects what is currently being operated within the school
- It will have no impact on children who are currently on roll at the school

Recommendation 5

That the Published Admission Numbers (PANs) for September 2022 for all other community and voluntary controlled schools (excluding Onslow Infant School which is covered by Recommendation 4) are determined as they are set out in Appendix 1 to Enclosure 1.

Reasons for Recommendation

- Most other PANs remain as they were determined for 2021 which enables parents to have some historical benchmark by which to make informed decisions about their school preferences for 2022 admission
- The PAN for William Cobbett School has been increased from 50 to 60 to provide for consistent class sizes of 60 throughout KS2
- The Education Place Planning team supports the PANs

Recommendation 6

That the aspects of Surrey's admission arrangements for community and voluntary controlled schools for September 2022 for which no change has been consulted on, are agreed as set out in Enclosure 1 and its appendices.

Reasons for Recommendation

- The admission arrangements are working well
- Surrey has undertaken to review the admission arrangements for the remaining eight schools which will still use 'nearest school' ahead of any consultation on the arrangements for 2023
- The arrangements enable the majority of pupils to attend their nearest schools and in doing so reduce travel and support Surrey's sustainability policies - this is still anticipated to be the case for 2022 admission, even with the changes proposed in Recommendations 1 to 5
- The change highlighted in bold in Section 12 of Enclosure 1 has been made to add clarity to the arrangements and reflects existing practice

Recommendation 7

That the primary and secondary coordinated admission schemes that will apply to all schools for 2022 are agreed as set out in Enclosure 2.

Reasons for Recommendation

- The coordinated schemes for 2022 are essentially the same as 2021 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

Recommendation 8

That Surrey's Relevant Area is agreed as set out in Enclosure 3.

Reasons for Recommendation

- The local authority is required by law to define the Relevant Area for admissions
- The Relevant Area must be consulted upon and agreed every two years even if no changes are proposed
- Setting a Relevant Area ensures that any schools who might be affected by changes to the admission arrangements for other local schools will be made aware of those changes
- No change has been made to Surrey's Relevant Area since it was last determined in February 2019

18/21 SURREY FLOOD ALLEVIATION PROGRAMME - JOINT APPLICANT FOR THE RIVER THAMES SCHEME DEVELOPMENT CONSENT ORDER [Item 15]

The report was introduced by the Deputy Leader on behalf of the Cabinet Member for Environment and Climate Change. In October 2019, Cabinet

approved investment of £270m to deliver the objectives of Surrey's Local Flood Risk Management Strategy. This includes a financial contribution of £237M to the River Thames Scheme (RTS). The benefits of the scheme are not only to protect the homes of the residents that live adjacent to the River Thames, but many Surrey rivers flow into the Thames, so this scheme would benefit many residents throughout Surrey. With the size of the council's investment in this significant piece of infrastructure, it was vital that the council play a leading role in the scheme's design and construction. On 24 December 2020, the Secretary of State gave direction that the RTS would be considered as a Nationally Significant Infrastructure Project and could therefore apply for a Development Consent Order (DCO) under the Planning Act 2008.

Members recognised the vast amount of work that had been undertaken by the Cabinet Member and the Flood team with this scheme. The fact that this scheme was now being recognised as a Nationally Significant Infrastructure Project was a great achievement. Residents impacted by flooding were delighted with the news of progress with the scheme.

RESOLVED:

1. That Surrey County Council becoming Joint Applicant with the Environment Agency in obtaining the Development Consent Order for the River Thames Scheme under the Planning Act 2008 subject to a legal agreement setting out the governance and financial arrangements be approved.
2. That Surrey County Council entering into negotiations for a legal agreement with the Environment Agency to include the governance and financial arrangements, how risk will be managed and how disputes will be resolved be approved.
3. That the approval of the separation of responsibilities for SCC's role as both applicant and host authority be delegated to the Executive Director for Environment, Transport and Infrastructure in consultation with the Planning Group Manager.
4. That the approval of a Service Level Agreement setting out the requirements and expected levels of service between SCC as Host Authority be delegated to the Planning Group Manager.

Reason for Decision:

It is recommended that Cabinet approves Surrey County Council becoming Joint Applicant for the River Thames Scheme alongside the Environment Agency, to enable influence over the programme, process, design, assurance and delivery, to ensure it represents the best interests of the County.

As Joint Applicant, Surrey County Council would be legally responsible for ensuring the process set out in the Planning Act 2008 is followed from pre-application through to the completion of the project and that works are carried out in accordance with the Development Consent Order.

Officers are confident that being Joint Applicant would be at no extra cost to Surrey County Council as the project funding, including the approved £237 million contribution, will cover costs including resourcing. A Service Level

Agreement is also being developed that would cover any additional costs incurred by Surrey County Council acting as Host Authority.

Surrey County Council is in a strong position to take on the role of Joint Applicant on this strategically important project which aligns with the Councils desire to take more of a leadership role in delivering infrastructure. There are several risks in this approach and would need to be kept entirely separate from SCC's role as a host authority. However, there is already a positive and collaborative relationship with the Environment Agency, and we are ready to mobilise the required resources to drive the River Thames Scheme forward. It will also send a strong message to residents and Government that the scheme is being delivered through a true partnership between the two organisations.

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

19/21 FARNHAM INFRASTRUCTURE PROGRAMME [Item 16]

The report was introduced by the Leader who explained that Farnham had been plagued by congestion and air pollution. The Farnham Infrastructure board was set up last year which has had great co-operation between Surrey County Council, Waverley Borough Council, Farnham Town Council and the local MP Jeremy Hunt. Work around a vision statement concluded last year and had input and feedback from residents, this informed the Optimised Infrastructure Plan for the town. Some 'quick wins' in the delivery of the plan would be sought and were included in paragraph 4 of the report. The Leader explained the 'quick wins' and longer term initiatives to the Cabinet.

The Deputy Leader thanked all parties involved for pushing the programme forward and showing a commitment to local delivery.

RESOLVED:

1. That the Farnham Infrastructure Programme and progress to date be noted.
2. That the decision to move £2.5m for the Quick Wins (project 1) is approved and the ongoing feasibility work from the capital pipeline to the capital budget be delegated to the Capital Programme Panel.
3. That the continued development of the Farnham Infrastructure Programme be noted with further reports brought back to Cabinet for projects 2 (Town Centre), 3 (A31 Hickleys Corner) and 4 (A325 Wrecclesham Relief Road) as more detailed business cases are developed.
4. That the highway schemes associated with Project 1 'Quick Wins' is agreed and progressed through consultation (statutory or otherwise) and responsibility to resolve objections and decide whether to implement the proposals is delegated to the Executive Director for Environment, Transport and Infrastructure in consultation with the Deputy Leader.

Reason for Decision:

The recommendations will enable the Farnham Infrastructure Programme to be developed to provide an exemplar future transport model for similar towns within Surrey by providing the necessary funding to continue development and implementation.

The capital programme (part of the 2021-26 Medium Term Financial Strategy) includes provision for future investment in Farnham over the next five years. Subject to Capital Programme Panel (CPP) approving a business case, £2.5m will be moved from the capital pipeline to the capital budget to allow the Quick Wins and further feasibility work to progress in 2021/22. As further schemes are developed and business cases approved in respect of projects 2-4, funding will be moved from the capital pipeline to the capital budget to allow works to commence.

The approval to advertise Traffic Regulation Orders would normally be sought from the Waverley Local Committee. Due to the timing of meetings Quick Wins (project 1) could be delayed if delegated approval is not sought now from Cabinet.

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

20/21 DISPOSAL OF COUNTY HALL CAMPUS, PENRHYN ROAD, ROYAL BOROUGH OF KINGSTON UPON THAMES [Item 17]

The Cabinet Member for Resources explained that the County Hall site in Kingston upon Thames had been marketed independently and a conditional offer for its purchase had been accepted. Details of the transaction are contained in Part 2 of the report. The contract also includes a 20 year revenue planning over reach clause. There was an amendment to recommendation 3 of the report which was agreed by the Cabinet. The Leader explained that the paper delivers on the commitment to relocate the council back into the county.

RESOLVED:

1. That the sale of land and buildings as outlined on the attached plan within Annex 1 (Marketing pack) on a unconditional basis - further details included within the Part 2 Paper be authorised.
2. That the separate marketing and subsequent disposal of the freehold and long underlease from the Royal Borough of Kingston upon Thames of the Bittoms car park on an existing use basis be approved.
3. That delegated authority be granted to the Leader and Cabinet Member for Resources, in consultation with the Executive Director of Resources and the Director of Land & Property to authorise a future disposal of the Bittoms Car park based upon Best Consideration being obtained following a Marketing exercise or Special Purchaser interest.

Reason for Decision:

By approving these recommendations Surrey County Council (SCC) will be able to fulfil the long-term commitment to move its Civic Heart to within the County of Surrey

The disposal will deliver a significant capital receipt for SCC whilst delivering revenue savings from ongoing running costs and maintenance liabilities associated with a Grade II listed building.

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

21/21 AGILE OFFICE ESTATE STRATEGY [Item 18]

The Cabinet Member for Resources introduced the report explaining that there was urgent need for restructuring the corporate office estate which is outlined via a new Agile Office Estate Strategy. The Strategy aligns with the councils greener future strategy. The following benefits would be targeted through the work of the strategy, some of these include reducing overall office space by 60%, Carbon emissions to fall from 2,600 tonnes per annum to net zero by 2030, reduce overall spend on the office estate by c£3m per annum, progress the strategy of the one public estate and provide for four office hubs located in each quadrant in the county.

The Deputy Leader commented that the report displays the councils commitment to move back into Surrey and commitment to improving its environmental agenda. The four hubs placed around the county would reduce travel time and therefore impact positively on our environmental agenda. The Leader stated that it was important the council pushes forward the rationalisation of its property and aim to make the county carbon neutral by 2030.

RESOLVED:

1. That the outline Agile Office Estate Strategy, overall direction of travel and its proposal to develop an associated Agile Office Estate Programme be agreed.
2. That an allocation of £300k programme budget funding for dedicated external resources required to develop programme detail including a full Programme Business Case be agreed.
3. That a finalised Strategy and Programme Business Case seeking approval of required resources to deliver the full programme be produced by Q2 2021.

Reason for Decision:

The County Council's office estate has evolved over time with some but not a completely coordinated approach. This has brought about a situation where the current corporate office estate is no longer fit for purpose and subject to several weaknesses. The most striking example of many of these

characteristics is County Hall, which has been outside of the County boundaries since 1965.

Specifically, the current corporate office estate is:

- of generally low quality, that does not efficiently support the adoption of Agile modern working practices.
- expensive compared to industry benchmarks and expensive to maintain.
- high in its carbon output with poor energy efficiency.
- relatively poorly located and under-utilised.

This Agile Office Estate strategy proposes to address these issues by adopting a strategically led approach to transforming the County Council's corporate office estate.

Using the move out of County Hall as a catalyst and embracing the principles of the One Public Estate, while recognising that the impact of Covid has created a major step change in the way the organisation operates. The following benefits will be targeted through the work of the strategy:

- Reduce overall spend on the office estate by c£3m per annum.
- Reduce overall space from c50,000m² to c20,000m².
- All offices to be within County.
- Carbon emissions to fall from 2,600 tonnes per annum to net zero by 2030.

Key strategic public sector partners will be engaged to identify collaborative opportunities to enable closer and more effective working across organisations as well as delivering financial efficiencies across the public sector in Surrey.

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

22/21 2020/21 MONTH 8 (NOVEMBER) FINANCIAL REPORT [Item 19]

The report introduced by the Cabinet Member for Resources and provides details of the County Council's 2020/21 financial position as at Month 8 (M8) 30 November 2020 for revenue and capital budgets and the projected outlook for the financial year. As at November 2020 (M8); the Council was forecasting a full-year £3.4m deficit, a small improvement of £0.2m from the previous month. Work continues to identify further efficiencies to close the deficit against the budget. Reforecasting of the impact of Covid-19 will continue at M9 and further budget resets may be required. Further details were given of the revenue and capital budget positions for the year.

RESOLVED:

1. That the Council's forecast revenue and capital budget positions for the year be noted.

Reason for Decision:

This report is to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions.

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

23/21 EXCLUSION OF THE PUBLIC [Item 20]

RESOLVED: 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.

24/21 DISPOSAL OF COUNTY HALL CAMPUS, PENRHYN ROAD, ROYAL BOROUGH OF KINGSTON UPON THAMES [Item 21]

The Cabinet Member for Resources introduced a Part 2 report that contained information which was 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).

RESOLVED:

1. That the sale of land and buildings as outlined on the attached plan in Annex 1 to [E-2-21] through a [E-2-21] on an unconditional basis (subject to contract) as set out within the Heads of Terms Annex 2 is authorised.

Reason for Decision:

See Minute 20/21

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

25/21 PROPERTY DISPOSAL [Item 22]

The Cabinet Member for Resources introduced a Part 2 report that contained information which was 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).

RESOLVED:

1. That the sale of the [E-3-21] site as outlined in red on the attached plan at Annex 1, extending to 1.97 ha (4.87 acres) to [E-3-21] on an unconditional basis as set out in the report, for a consideration of [E-3-21] is authorised.

2. That delegated authority be given to the Director of Land & Property, in consultation with the Cabinet Member for Resources to agree a 10% variation in the agreed sale price to reflect possible changes and circumstances as a result of the ongoing due diligence process.

Reason for Decision:

The property is no longer considered suited to ongoing service delivery, nor capable of generating significant income. The capital receipt from the sale will contribute to the funding sources available to the council in support of its delivery of its capital programme, specifically, as outlined below, to reimburse the cost of the [E-3-21].

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

26/21 PUBLICITY FOR PART 2 ITEMS [Item 23]

It was agreed that non-exempt information may be made available to the press and public, where appropriate.

Meeting closed at 16:44

Chairman

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CUSTOMER EXPERIENCE TASK GROUP REPORT

RESOURCES AND PERFORMANCE SELECT COMMITTEE

RESOURCES AND PERFORMANCE SELECT COMMITTEE



6 January 2021

CUSTOMER EXPERIENCE TASK GROUP REPORT

Purpose of report

- To note the progress of the Customer Experience Task Group to date.
- To agree the recommendations.
- To conclude the work of the Customer Experience Task Group given the limitations placed by the Covid-19 pandemic.

Introduction

1. The Customer Experience Task Group (the Task Group) was convened in early 2020 in response to discussion at the 18 October 2019 meeting of the Resources and Performance Select Committee. The aim was to conduct a 'deep dive' into customers' experiences when interacting with Council services, in the context of the major programme of transformation that the Council is undergoing. Its definition of customers focused on residents and other external customers, and their interaction with, chiefly, the Council's Contact Centre.
2. The Membership of the Task Group is as follows: Cllrs Nick Harrison (Chairman of the Task Group), Will Forster, Bob Gardner, Chris Townsend and Richard Walsh.
3. The Task Group undertook a creative and practical approach towards scrutiny that extended beyond formal committee meetings. This included in-person visits and a survey. Relevant materials from the Task Group's meetings were also published on the Council's website in order to encourage public engagement with its activity and to ensure its work was as open as possible.
4. Having met four times between February and April 2020, the Task Group's work, towards the end of its review, was unfortunately disrupted by the Covid-19 pandemic. Benchmarking visits to other county councils' customer services departments had to be postponed, as Members were keen to conduct these in person in order to get the most out of these visits. Due to the long-lasting and

volatile nature of the pandemic, and the recently rising impact of its second wave, however, it became apparent that in-person benchmarking visits would not be feasible.

5. In addition, given the limitations of remote meetings in this instance, as well as other pressing socio-economic priorities combined with the second wave of Covid-19, virtual visits to other local authorities are not deemed suitable to provide the desired 'real feel' and sense of customer experience and service.
6. Due to the pandemic, the Customer Services team had also been required to prioritise Covid-19 response activities to support vulnerable residents, such as operating the Community Helpline and working with Public Health to set up the Local Tracing Partnership for Surrey.

Meetings of the Task Group

7. The Task Group first met on 4 February 2020 for a discussion on the general background and trajectory of its work. Background papers used in the formation of the Task Group, as well as the scoping document, have been published on the Council's website and can be found here: [4 February meeting papers](#).
8. Thereon, the Task Group met on 2 March 2020 for a session in which officers gave a presentation and answered Members' questions on the Residents' Survey. Relevant materials, including the minutes of the meeting, can be found here: [2 March meeting papers](#).
9. On 6 March 2020, the Task Group conducted a day-long visit to the Surrey County Council Contact Centre, which is often the first point of contact for residents. Materials from that meeting can be found here: [6 March meeting papers](#).
10. Subsequently, the Task Group met remotely (using Skype) on 3 April 2020 and discussed, among other topics, how the Task Group could function during the Covid-19 pandemic. Minutes of this meeting can be found on the Council's website: [3 April meeting minutes](#).

Members' Survey

11. Simultaneous to its meetings detailed above, the Task Group conducted an anonymous survey for Members on their residents' and their own interactions with Customer Services.
12. An online link to the survey on the topic was sent to all County Council Members on 12 February 2020. Members were then reminded about the survey and the link was resent a month later, on 12 March.

13. Moreover, a number of paper copies were handed out to Members on 24 February at an all-Member seminar. The results from these paper copies were then input to digital form, so the final digital results represent all responses received.
14. The survey received 26 responses overall. It was conducted anonymously, but respondents were given the option to enter their name at the end of the survey, if they so wished.
15. A description and analysis of the survey results can be found below as Annex 1.

Summary of Members' Survey

16. The key takeaways from the Members' survey are:
 - Highways was the most common topic of queries;
 - Respondents stated the belief that there are certainly advantages to residents being able to contact Members directly with their queries, with this existing alongside the Customer Services routes;
 - Respondents often referred residents to Customer Services routes;
 - Most respondents praised the efficiency and effectiveness of the Council's Customer Services, as well as the friendly and helpful nature of staff. However, some raised issues about inconsistency of response, lack of conclusion to some queries, and a lack of information shared with Members by Customer Services; and
 - Some respondents noted that Members' interactions with Customer Services depended on the particular case, the Member's division or the Member's roles, e.g. whether they were a Cabinet Member or on a Select Committee.

Conclusions and Recommendations

17. Based on the Task Group's work, recommendations are:
 - a) **Changing the manner in which the Council conducts budget consultation with residents.** It is, however, recognised that responsibility for consultations does not fall under the remit of Customer Services.

Potential changes include:

- Using a multiple-choice format;

- Providing residents with detail and information so their response to a consultation is more informed
- Using an approach that is deliberative in nature so that residents can give reasoning and opinion that can add context to their responses
Clearly differentiating between statutory and non-statutory services; and
- As appropriate, employing an approach that will engage with a wide section of residents as is practical and not just those who are interested in its outcome

b) **Distinguishing between open ended (all options open) and closed consultations for other consultations undertaken by the Council.** There was a need to:

- Ensure each consultation is clear about its aims and objectives and that respondents understand what can (and can't) be influenced by completing it Use a combination of two types of consultations which includes quantitative questions (e.g. multiple-choice format) and qualitative (e.g. open ended questions), providing relevant background information in an accessible format to inform respondents and set the scene; and Organise an ad-hoc private meeting of Members or to use relevant select committees for pre-scrutiny of public consultation, using expert advice to look at how consultation questions are formulated, types of questions asked and whether questions are pertinent and open-ended where appropriate, before they are put to residents, partners and stakeholders.

- c) **Consolidating training on Customer Services offered to Members** by Democratic Services, including training on the uses of the Members' enquiry inbox while continuing with the current training provided to Members.
- d) **Undertaking deep-dive benchmarking in Customer Services beyond the work of the Task Group and existing benchmarking exercises** in collaboration with a statistically similar Local Authority, such as Hertfordshire.
- e) **Maximise the use of existing feedback mechanisms operated by Customer Services** to actively demonstrate to residents that the Council takes their opinions on board.
- f) **Ensuring that digital avenues** (for example, using YouTube videos to explain reporting procedures; Members using the Members' enquiries email address) are publicised and utilised in Customer Services wherever possible.

- g) **Ensuring sufficient publicity and awareness amongst residents** about the Customer Services pathways to access, and actively signposting residents to these.
- h) **Organising visits to the Contact Centre for all Members, as part of the induction process after the May elections.**
- i) **Scrutinising the Customer Experience during the Covid-19 pandemic** and the social transformation that it has effected.
- j) **Assessing the desirability of a further review in two years** in the light of advances in digital technology, the implementation of new services such as the Learners' Single Point of Access, progress with the Customer Experience Transformation Programme and to keep up with best practice.

Recommendations

18. Final recommendations of the Task Group, based on the emergent themes, have been considered and agreed at its meeting on 25 November 2020.

Next steps

19. The Task Group concludes its work due to the limitations placed upon it by the Covid-19 pandemic. This final report will be presented to the Resources and Performance Select Committee at its 21 January 2021 meeting, and then reported to the Cabinet on 23 February 2021.

Councillor Nick Harrison

Chairman of Customer Experience Task Group | Chairman of Resources and Performance Select Committee

Report contact:

Kunwar Khan

Scrutiny Officer | Legal and Democratic Services | kunwar.khan@surreycc.gov.uk

Sources/background papers

Minutes and background papers of all meetings of the Customer Experience Task Group can be found on the Council's website: [Customer Experience Task Group papers](#). Members' Survey, below, as Annex 1

Annex 1:

Customer Experience Task Group: Members' Survey

Background information

1. A link to the survey was sent to all Members on 12 February 2020. Members were reminded about the survey and the link resent a month later, on 12 March.
2. Moreover, a number of paper copies were handed out to Members on 24 February at an all-Member seminar. The results from these paper copies were then input to the digital form, so the digital results represent all responses received.
3. The survey has received 26 responses overall and is still available online for Members to complete should they wish.
4. The survey was anonymous, but respondents were given the option to enter their name at the end of the survey.

Key findings

5. Highways stands out clearly as by far the most common customer services topic for respondents. 25 of the 26 respondents rated highways number one out of the 'most common issues residents contact you directly with for resolution', and 21 of the 26 rated highways the number one issue that 'requires the greatest amount of your time and/or attention'.

Figure 1

What are the most common issues residents contact you directly with for resolution?

[More Details](#)

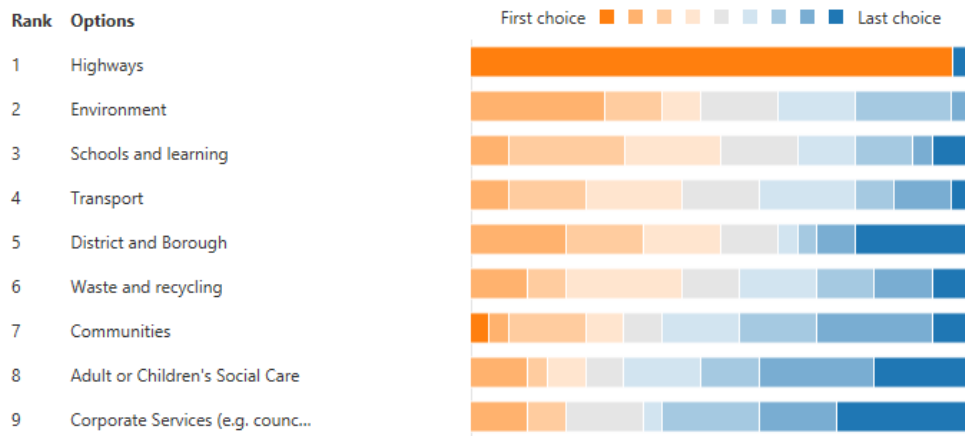
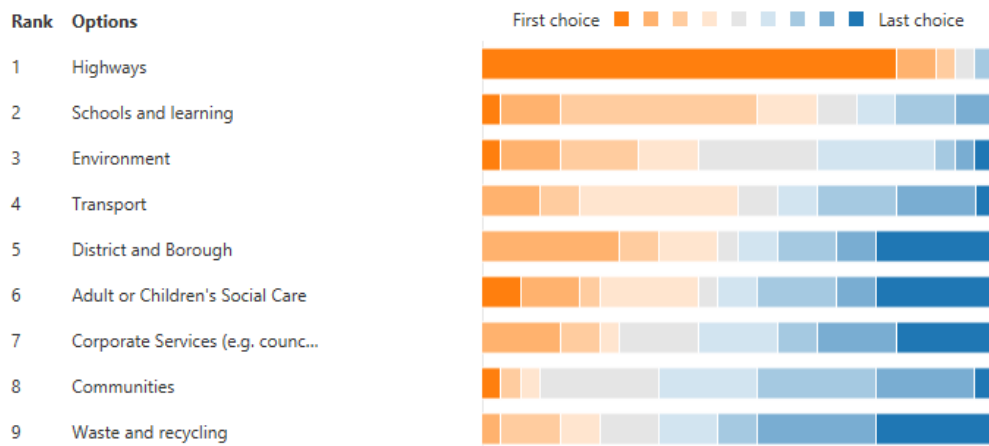


Figure 2

Which of these requires the greatest amount of your time and/or attention?

[More Details](#)

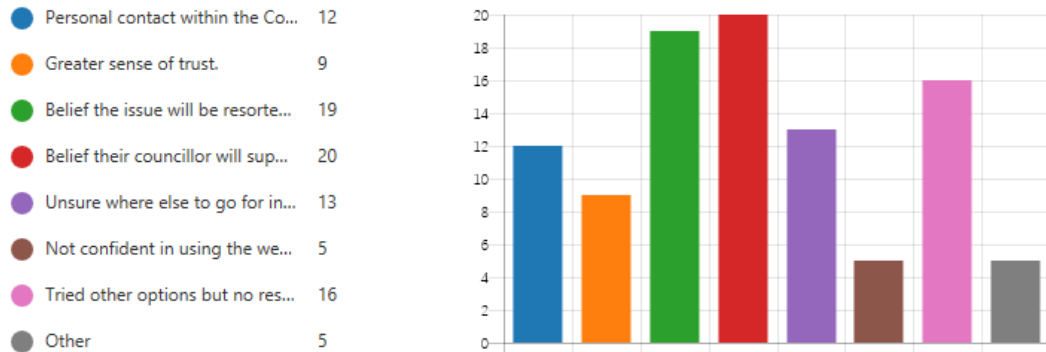


- For the questions in figures 1 and 2, environment, schools and learning, transport and districts and boroughs were the next most common and time-consuming topics after highways.
- Respondents responded that the reasons that residents contacted them directly rather than going to the Council's Customer Services or website were primarily 'belief their councillor will support their cause fully' and 'belief the issue will be resorted [sic] more quickly'.

Figure 3

Why do you think residents contact you rather than going to the Council's Customer Services or the website?

[More Details](#)

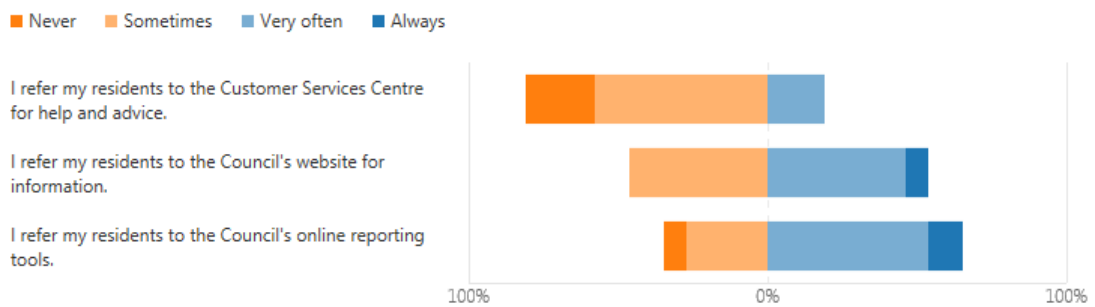


- 8. Respondents were less likely to refer residents to the Customer Services Contact Centre and more likely to refer residents to the Council's online reporting tools.

Figure 4

Please rate how often you do the following statements.

[More Details](#)



- 9. Respondents expressed fairly high confidence levels in referring residents to all three of the information resources mentioned in figure 4.
- 10. In qualitative answers to the question 'why did you choose that confidence rating?' respondents' reasons to be confident included the greater efficiency of going through online/Customer Services routes, belief in the efficacy of the Council's Customer Services, and that residents could take responsibility when going through the online/Customer Services route.
- 11. Reasons to be less confident, meanwhile, included personal experience of poor service, lack of feedback when referring residents through those routes,

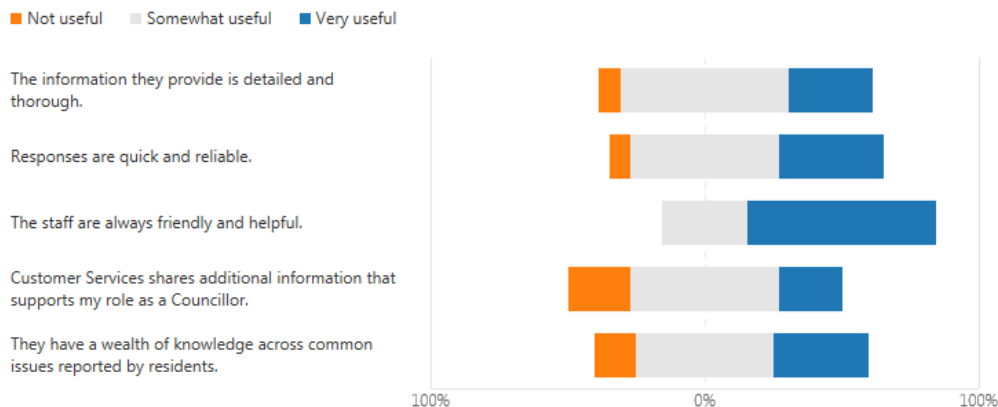
and a desire to provide personal assurance and not 'cop out' by referring a resident on elsewhere.

12. One respondent noted that whether or not they refer a resident depends on the nature of the enquiry.

Figure 5

What aspect of Customer Services do you find useful?

[More Details](#)



13. Figure 5 shows that respondents found Customer Services staff friendly and helpful and responses quick and reliable. However, some respondents thought that Customer Services either did not share additional information to support their role as a councillor, or that if this information was shared, it was not useful (this is unclear due to the nature of the question in figure 5).

14. There was a wide variety of responses to the question of 'what information could Customer Services share with you in your role as a Councillor that would further support you and your residents?' All responses are shown below. It is clear from these responses that while a significant proportion of respondents are satisfied with the information Customer Services already provides, many respondents have more specific suggestions for what information could be provided. Amongst the information already shared with councillors, some respondents noted that the highways-related information was useful.

Figure 6

They could advise us how many reports they have on issues we have raised
Future plans of the council
Put one thru to person requested
More divisional highways information
Resolution of issues reported in my Division
Clearer information on roles and lines of responsibility
An update when an enquiry has gone past time as to what progress has been made
Again, I do not understand what I am being asked. Officers within services should share any information which affects my Division and/or which could be raise issues (good or not so good) amongst residents. Officers in services should also share new initiatives or independent reports etc. that affects SCC' service users. But I am not sure where Customer Services role is in all that.
If the stats were easy to collate it would be interesting to see what type of contacts my residents were making with Customer Services, so I am aware of the issues
Who from my division is contacting them and for what purposes - a weekly or monthly report would be helpful
Good to be able to track progress but not always useful in resolving complex issues.
Customer Services should follow up random enquiries and build knowledge from experience.
A date when something will be resolved. Too many issues are open-ended.
Progress updates on issues
n/a
n/a
Information shared seems to be relevant - my responsibility to get other info that I might need
Satisfactory conclusions to problems raised.
Most of the questions are on highways so updates would be great
I don't understand the question.....if I need to know something I ask, how can I know what else I need in the way of information if I don't know what there is available!
Unsure.
None regularly. I think a system that ensures I get the information I need when I request it is good enough.
put me in touch with the responsible officer
Depends on the particular case
Info about what queries they get from residents and how we might help Customer Services
We get a lot of notifications. Highlighting of deadlines and categorizing the relative importance would be useful

Figure 7

It would be helpful to develop customer experience panels in divisions
I use Customer Services on a constant basis, mainly through the dedicated councillors' email. I note that Sian Humphreys and Farrah Orr pick up most of these and their initial swift responses ("got your message"!) and understanding of the nature of the issue and follow-up when the promised action has not happened is excellent. I also use the councillors telephone

line for issues where I need a quick response or when a discussion is required to confirm it is a SCC responsibility. My recent telephone conversations with Louise and Rashid (apologies I don't know their second names) have been excellent.

I sometimes have to send in a chaser email or telephone when a promised response has not been received by the promised date. In all cases the customer services agent has ensured a swift response from the relevant team.

In short Customer Services help me to do a good job for my residents and enable me to be an effective councillor. They need to know that, and I aim to convey that when I get the opportunity. OK, so I don't report on-line not least because my experience of that has been negative and I have no guarantee timely action will result.

Finally, just to clarify, the high level of Borough enquiries I receive is because I am also a Borough Councillor.

I have noticed that the title of the email usually gets lost so all the information in the title line must be repeated in the text - I think this is an IT issue

Overall, they are helpful and quick

Female input!

I find these questions ambiguous.

Question 2 for example- answers depend on which Scrutiny Committee one is on or responsibilities within the community that you are known for and therefore contacted about by residents. For example, being a school governor or a trustee of a charity etc. This question is going to mean different things to different councillors.

I don't think most Members understand what exactly the role of Customer Services in terms of assisting/supporting/providing information to Members is as opposed to the public/residents in general. Should CS do more than fast-tracking queries sent to the Councillors' email address, which seem to be the case at the moment? It is ultimately up to Members to decide what else would assist them with their job.

The service used to excellent but found the responses became more vague so used the service less

I think at the moment I regard Customer Services as a bit of a letter box for Highways queries. I think a bulletin every couple of months would help. Perhaps a short advice pack for members.

I had difficulty in answering Q. 8 - it somewhat missed the point.

Consultations should be better publicised to our residents

15. As shown in figure 7, in response to the request to 'add anything you feel relevant to the work of this task and finish group, such as your experience of and expectations around Customer Services, if you would like to', some respondents emphasised the helpfulness of the Customer Services staff. Some said that it would be useful for Members to receive more information on what Customer Services does, while others highlighted the need for resident consultation/panels. All responses can be seen above.

SURREY COUNTY COUNCIL**CABINET****DATE:** 23 FEBRUARY 2021**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 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:

Huma Younis, Committee Manager, huma.younis@surreycc.gov.uk

Annexes:

Annex 1 – Delegated Decisions taken

Sources/background papers:

None

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STRATEGIC INVESTMENT BOARD

19 January 2021

1. NEXUS PARCEL 3 - DISPOSAL

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).

Details of decision:

The following recommendations were agreed:

1. That Approval is given for an Agreement to Lease the property which be granted to [E-1-21] by the end of March 2021 at the latest with the lease entered into once suitable planning permission is granted to [E-1-21].
2. That a premium of [E-1-21] be accepted.
3. That subject to a premium of no less than [E-1-21] being accepted, the Assistant Director Commercial has delegated authority, in consultation with the Cabinet Member for Resources, Director for Land and Property and S151 Officer, to accept a pro rata reduced premium in the event that [E-1-21] S106 & S 278 costs exceed [E-1-21], or to terminate the agreement.

Reason for Decision:

The financial offer from [E-1-21] exceeds all other expressions of interest received.

The site is presently vacant, non-income producing and a management liability.

The provision of a food and drink outlets improves the areas amenities and creates value to the adjoining SCC property investments.

The offer exceeds the SCC book value of [E-1-21] and therefore according to our agents Vail Williams, SCC is obtaining Best Value for this disposal.

CABINET MEMBER DECISIONS FEBRUARY 2021

CABINET MEMBER FOR ALL AGE LEARNING

1. PETITION – SEN FUNDING

Details of petition

A petition had been received from Mr Richard Wilson that read:

“Surrey County Council has presented a proposal to cut school funding for pupils with Special Educational Needs (SEN). This proposal will affect 67 primary and 2 secondary schools in Surrey. The funding for SEN pupils is a tiny amount compared with the Council's overall spending and we think the SCC proposal risks the futures of children who should be their top priority. This is the worst possible time to apply a funding cut to schools that will damage the education of all pupils and hamper the ability of teachers to bring out the best in the next generation.

The following schools in Surrey Heath are affected by this proposed cut:

- Heather Ridge Infant School
- Valley End CofE Infant School
- Windlesham Village Infant School
- Lightwater Village School
- Lakeside Primary School
- Gordon's School

We believe the SCC Cabinet team should withdraw this proposal with immediate effect.”

Mr Wilson, the lead petitioner, was unable to join the meeting to present the petition.

Details of decision:

- 1 To note that the response to the petition was published with the agenda and sent to petitioners prior to the meeting. Attached as appendix to this annex.
- 2 That any further queries from Mr Richard Wilson, lead petitioner, would be responded to in writing.

Reason for decision:

To respond to the petition.

(Decision taken by the Cabinet Member for All Age Learning – 2 February 2021)

CABINET MEMBER FOR HIGHWAYS

2. HOUSING INFRASTRUCTURE FUND, VICTORIA ARCH, WOKING - COMPULSORY PURCHASE

Details of decision:

That officers may acquire land compulsorily as required by the Housing Infrastructure Fund project for Woking town centre using the Council's powers under the Highways Act 1980 if negotiation proves unsuccessful.

Reasons for decision:

Woking Borough Council (WBC) is acting as the recipient to the Housing Infrastructure Fund and lead authority for project delivery. In this role WBC has considered the use of its compulsory purchase order (CPO) powers and had a resolution by Full Council on 30 July 2020 approving the use of compulsory purchase powers order under the relevant statutory powers (being the powers under the Highways Act 1980 or the powers under the Town and Country Planning Act 1990, as appropriate) in respect of the "Order Land" identified in Annex 1 to facilitate the carrying out of the scheme.

Since that time, Counsel's advice has been to progress the CPO under the Highways Act, the reason being that most of the land still to be acquired is for the highways scheme, which falls to SCC as Highway Authority.

Cabinet Member approval is now sought to progress the CPO process under the powers of the Highways Act 1980.

(Decision taken by the Cabinet Member for Highways – 2 February 2021)

Appendix

Cabinet Member for All-Age Learning

2 February 2021

We say NO to SCC proposal to cut SEN funding for schools

Surrey County Council has presented a proposal to cut school funding for pupils with Special Educational Needs (SEN). This proposal will affect 67 primary schools and 2 secondary schools in Surrey. The funding for SEN pupils is a tiny amount compared to the Council's overall spending and we think the SCC risks the futures of children who should be their top priority. This is the worst possible time to apply a funding cut to schools that will damage the education of all pupils and hamper the ability of teachers to bring out the best in the next generation.

The following schools in Surrey Heath are affected by this proposed cut:

- Heather Ridge Infant School; Valley End CofE Infant School; Windlesham Village Infant School; Lightwater Village School; Lakeside Primary School; Gordon's School

We believe the SCC Cabinet team should withdraw the proposal with immediate effect.

Submitted by: Mr Richard Wilson

Signatures: 108

Response:

Thank you for this petition and for raising your concerns about the funding pressures facing your local schools. I welcome the opportunity to explain how we are targeting our resources better to meet the needs of children with special educational needs and supporting all Surrey schools to be inclusive of some of our most vulnerable children.

Surrey County Council has high ambitions for all children in Surrey and especially those with special educational needs and disabilities. We support children with SEND directly with provision such as therapies and short breaks, and also through a systematic approach to helping schools to meet their needs. For instance, the Council's Early Help Offer, the Graduated Response and the Learners' Single Point of Access provide direct support for schools to meet the needs of all children with additional educational needs earlier and more effectively. We are investing nearly £80m to create an additional 1600 specialist places for children with SEND over the next four years in both mainstream and special schools. And we have significantly expanded our programmes to support young people with SEND onto vocational pathways through apprenticeships and supported internships to move them into independent and fulfilling adulthood.

This significant funding is supporting the school system to provide more effective support for all children, and to include a greater number of children with additional educational needs within Surrey mainstream schools, including specialist units. As a result of this significant investment in early and specialist provision, the Council is projected to spend £175m on high needs expenditure in 2020/21, £33m in excess of the available grant funding; funding that has been directly spent on meeting the needs of children with additional needs.

We are doing this because we want the best for children and young people in Surrey with special educational needs. This was recognised in December by the Department for Education and NHS England, following a monitoring meeting of work to improve the attendance of children with SEND, who concluded that the Council and its partners had demonstrated clear and sustained progress. They acknowledged that this positive result

comes as the result of a great deal of commitment and hard work on the part of the local authority, the Clinical Commissioning Group, families and front-line staff across education, health and social care. Despite the unprecedented pressures arising from the Covid-19 crisis, these improvements have been made against an extremely challenging backdrop. They encouraged Surrey SEND partners to build on these successes to continue to support some of the most vulnerable children and young people in society.

Historically, we have provided discretionary additional SEN funding to a minority of mainstream schools. The funding this year amounted to £1m and was received by 69 Surrey schools. The funding is not directed at individual children with additional educational needs, rather it has contributed to those schools' overall budgets.

Our analysis confirmed that much of this discretionary funding is being received by schools with significant reserves. And for most schools, it is a very small portion of their budget. Both these findings indicated to us that the funding formula used to distribute this funding did not meet the DfE requirement to be 'simple and transparent, consistent and fair.' Schools Forum also concluded that the current distribution mechanism did not meet this criteria, as it was not effectively targeted at the schools that may need it most, and not providing targeted support to the children who are in most need.

We are also mindful that core funding to Surrey schools very closely matches the government's national funding formula. The government expects the funding to be sufficient for a school to meet the first £6,000 of an individual child's additional educational needs.

Before making any decision to change these discretionary arrangements, we undertook a thorough consultation with the Schools Forum and schools directly and carefully considered feedback from Family Voice Surrey and residents, including this petition. We thought this very important.

While we do recognise that some schools are under financial pressure, our analysis concluded that for most of the 69 schools, the financial impact will be low and most schools will be able to manage within their budgetary controls. The funding as it is currently provided is retrospective, and not targeted to individual children. With the transitional arrangements, schools will be able to plan staffing for academic year 2021/22.

Taking all this into careful consideration, the Director for Education, Lifelong Learning and Culture in consultation with me, made the decision on 29 January 2021 to withdraw the existing discretionary funding arrangements to mainstream schools from 1 April 2021.

Importantly, we will be providing a full term of transitional funding for the schools affected during the Summer 2021 term in order to prepare for the changes. We are also confident that we will have a mechanism in place for those schools for whom this withdrawal would have an overly onerous effect for September 2021. We are working closely with our Schools Forum leaders to design this.

The full record of the decision is available on the Council's website.

We would like to acknowledge the strong support that Mr Wilson and the petitioners have for their local schools and local school children and thank them for raising their concerns.

Julie Iles
Cabinet Member for All-Age Learning
2 February 2021

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SURREY COUNTY COUNCIL**CABINET****DATE:** 23 FEBRUARY 2021**REPORT OF:** N/A**LEAD OFFICER:** JOANNA KILLIAN, CHIEF EXECUTIVE**SUBJECT:** SURREY COUNTY COUNCIL RESPONSE TO COVID 19 – URGENT DECISIONS TAKEN BY OFFICERS UNDER STANDING ORDER 54 AND COVID RELATED DELGATED DECISIONS

7

SUMMARY OF ISSUE:

To note the officer delegated decisions taken in response to COVID-19.

RECOMMENDATIONS:

It is recommended that Cabinet note the decisions taken by officers as set out in the annex.

REASON FOR RECOMMENDATIONS:

To inform the Cabinet of decisions taken by officers under delegated authority.

DETAILS:

1. The Council is responding to the COVID-19 major incident and therefore needs to make urgent decisions to ensure that residents are protected. Urgent decisions taken under Standing Order 54 are attached.
2. Delegated decisions will be reported to the next available Cabinet meeting for information.
3. The Audit and Governance Committee will monitor the use of the new meetings protocol and make recommendations on any required amendments to the protocol to ensure that Members remain informed in relation to council decision making.

Contact Officer:

Huma Younis, Committee Manager, huma.younis@surreycc.gov.uk

Annexes:

Annex – Delegated Decisions taken

Sources/background papers:

None

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Record of decision taken under delegated powers by a council officer



7

Title:	Disbursement of Adult Social Care Rapid Testing Fund
Divisions Affected:	All divisions
'Key Decision:	Yes
Reason Key:	Affects two or more Divisions
Decision taken under delegation by virtue of:	Cabinet decision 31 March 2020 Min ref: 41/20

Summary

On 15th January 2021 the Department for Health & Social Care (DHSC) published details of the ADULT SOCIAL CARE (ASC) RAPID TESTING FUND.

This fund is to support ASC providers to conduct rapid flow device (RFD) tests for COVID-19, primarily in care homes.

Surrey County Council's (SCC) funding allocation is £4.7m. This was paid to SCC on 21st January 2021.

The key aspects of the fund are as follows:

- Funding is for costs associated with Lateral Flow Device (LFD) testing only, incurred in the period 2nd December 2020 – 31st March 2021.
- 80% (£3.8m for Surrey) is ringfenced for rapid testing in care homes and must be distributed on a per bed basis within 10 working days of receipt of the funding.
- 20% (£0.9m for Surrey) is discretionary in terms of how it is allocated to ASC providers, although it can still only be spent on rapid testing in CQC registered ASC settings.
- To be eligible to receive funding, ASC providers must complete the national capacity tracker at least weekly and also provide monthly expenditure returns to SCC.
- SCC must complete a monthly return to DHSC setting out how much funding has been distributed and how much providers have spent the funding allocated to them. The timetable for this is aligned with the reporting requirements for Infection Control Fund round 2.

Decision made

It was agreed that SCC would distribute all of Surrey's Rapid Testing Fund, including the 20% discretionary element, to care homes who are compliant with the grant conditions based on the number of registered beds in each home.

Reasons for Decision:

To support COVID-19 infection control in ASC care homes across Surrey and ensure SCC is compliant with DHSC's grant conditions.

Decision taken by:	Leigh Whitehouse – Executive Director for Resources and Section 151 Officer Simon White – Executive Director for Adult Social Care Sinead Mooney – Cabinet Member for Adults
Decision taken on:	26 th January 2021
To be implemented on:	Funding will be paid to care homes in Surrey who are compliant with the grant conditions in the first week of February 2021.

Alternative options considered

SCC must spend the Rapid Testing Fund in line with the grant conditions and all funding must be fully spent by 31st March 2021.

SCC could have chosen to distribute the 20% discretionary element differently, for instance holding this back and asking providers to submit requests evidencing their additional need.

However, given the seriousness of the current status of the pandemic, it is considered most appropriate to distribute 100% of the funding across all grant compliant care homes as quickly as possible.

Summary of any financial implications

There are no direct financial implications to SCC as all of the money paid out to care providers will be funded out of the Rapid Testing Fund SCC receives from DHSC.

Payment of this funding to care providers is intended to help sustain and improve infection control in ASC care settings across Surrey. This will provide crucial support to vulnerable residents and at the same time should lead to indirect financial benefits for SCC.

Declarations of conflicts of interest

None

Consultation/Process Followed

Decision taken in consultation with the Surrey Care Association, other local partners, the Executive Directors for Adult Social Care, the Executive Director for Resources and the Cabinet Member for Adults.

7

Background Documents

Cabinet report (Item 7a) 31 st March 2020 setting out the council's response to Covid-19.	https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=120&MIId=7258&Ver=4
Link to Rapid Testing Fund guidance	Adult Social Care Rapid Testing Fund - GOV.UK (www.gov.uk)

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Record of decision taken under delegated powers by a council officer



7

Title:	Disbursement of Adult Social Care Workforce Capacity Fund
Divisions Affected:	All divisions
'Key Decision:	Yes
Reason Key:	Affects two or more Divisions
Decision taken under delegation by virtue of:	Cabinet decision 31 March 2020 Min ref: 41/20

Summary

On 29th January 2021 the Department for Health & Social Care (DHSC) published details of the ADULT SOCIAL CARE (ASC) WORKFORCE CAPACITY FUND.

This fund is to enable local authorities to deliver measures to supplement and strengthen Adult Social Care staff capacity to ensure that safe and continuous care during this period of the pandemic.

Surrey County Council's (SCC) funding allocation is £2m.

The key aspects of the fund are as follows:

- The grant is for the period 16th January 2021 – 31st March 2021, and must be fully spent by 31st March 2021.
- Funding can be retained by local authorities towards their own ASC staffing costs or distributed to external providers.
- 70% of the funding is being paid to local authorities in early February.
- The remaining 30% will be paid in March and is dependent on local authorities completing a return to DHSC setting out how the funding will be used by 12th February.

Decision made

It was agreed that SCC would distribute 75% of the fund (£1.5m) to external community care providers who have complied with the Infection Control Fund grant conditions and retain 25% of the fund (£0.5m) as a contribution to SCC's ASC staffing costs related to responding to the pandemic in grant period.

Reasons for Decision:

To support ASC providers with additional staffing costs they are incurring due to the pandemic and to fund a proportion of the ASC staffing costs the Council is forecast to incur in the grant period.

Based on consultation with other local authorities in the South East, the 75%/25% external providers / SCC use of the grant is similar to how funding is being used across the region.

The £1.5m agreed for external ASC providers is being distributed only to community care providers who have complied with the Infection Control Funding grant conditions for the following reasons:

- Care homes have received over £25m (72%) of the £35m of Surrey's total Infection Control Fund rounds 1 and 2 funding, and additionally 100% of the £4.7m Rapid Testing funding. It is felt therefore that this workforce funding should be prioritised for community care providers.
- Providers who have complied with the Infection Control Fund grant conditions have demonstrated their willingness to confirm back to SCC how grant funding has been spent in line with the grant conditions, which will be a requirement for this workforce funding as well.

Decision taken by:	Leigh Whitehouse – Executive Director for Resources and Section 151 Officer Simon White – Executive Director for Adult Social Care Sinead Mooney – Cabinet Member for Adults
Decision taken on:	11 February 2021
To be implemented on:	The £1.5m agreed for external ASC provides will be paid to community care providers in February 2021. SCC will use the £0.5m retained to offset a proportion of its ASC Covid 19 related workforce costs incurred in the period 16 th January – 31 st March 2021.

Alternative options considered

SCC must spend the Workforce Capacity Fund in line with the grant conditions and all funding must be fully spent by 31st March 2021.

SCC could have chosen to distribute more or less funding to external ASC providers. The 75% to be allocated to external providers is considered to be a fair allocation in the context of SCC's own ASC workforce costs and taking into account the approach of other local authorities in the region.

SCC could have chosen to pay funding to care homes as well as community care providers. It is considered appropriate to limit funding allocations to community care providers in light of the significant amount of funding already paid to care homes through the Infection Control Fund and Rapid Testing Fund.

Summary of any financial implications

There are no direct financial implications to SCC as all the money paid out to care providers will be funded out of the Workforce Capacity Fund SCC receives from DHSC.

Payment of this funding to care providers is intended to help providers manage workforce costs they are incurring in relation to the pandemic. This will provide crucial support to vulnerable residents and at the same time should lead to indirect financial benefits for SCC.

Declarations of conflicts of interest

None

Consultation/Process Followed

Decision taken in consultation with the Surrey Care Association, other local partners, the Executive Directors for Adult Social Care, the Executive Director for Resources and the Cabinet Member for Adults.

Background Documents

Cabinet report (Item 7a) 31 st March 2020 setting out the council's response to Covid-19.	https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?Cid=120&Mid=7258&Ver=4
Link to Workforce Capacity Fund guidance	Workforce Capacity Fund for adult social care - GOV.UK (www.gov.uk)

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SURREY COUNTY COUNCIL**CABINET****DATE: 23 FEBRUARY 2021****REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: MICHAEL COUGHLIN, DEPUTY CHIEF EXECUTIVE****SUBJECT: COVID-19: SURREY COUNTY COUNCIL - UPDATE**

ORGANISATION STRATEGY PRIORITY AREA: Growing A Sustainable Economy So Everyone Can Benefit/ Tackling Health Inequality/Empowering Communities

**SUMMARY OF ISSUE:**

Surrey County Council continues to have a critical role in leading the ongoing local response to Covid-19, to save lives, protect the NHS, ensure our residents are protected wherever possible and that crucial council services continue to operate in these unprecedented times.

The pandemic continues to disproportionately impact communities across Surrey and responding to this effectively and helping communities to recover is critical to tackling health inequalities across the county.

As we move into the second month of the national lockdown, the purpose of this report is to set out the latest Public Health information about Covid-19 and update Cabinet on the strategic and sensitive issues arising from the extensive response and recovery work going on across Surrey.

RECOMMENDATIONS:

It is recommended that Cabinet note and endorse:

1. The latest public health situation with regard to Covid-19, nationally and in Surrey;
2. The actions being delivered through Surrey's Local Outbreak Control Plan, including the vaccination roll out, and the ongoing support to vulnerable residents, including through the council's Community Helpline and the Covid Winter Support Grant scheme;
3. The enacting and success of surge testing in two Surrey localities, with the support and co-operation of local residents;
4. The latest impacts on Adult Social Care and Children's, Families, Lifelong learning services;
5. Continued lobbying for prioritisation of key workers, including teachers, to have access to the vaccination programme as soon as possible;
6. The ongoing preparation for the local elections in May 2021 and associated risks;
7. The work and planning going on in respect of the transition into recovery from the pandemic;

8. The use of the council's Holiday Activities and Food Programme allocations in 2020/21 and 2021/22.

REASON FOR RECOMMENDATIONS:

The county and council continue to face unprecedented challenges due to the Covid-19 crisis. We are simultaneously managing response activity and work with our partners to enable recovery within the county, looking ahead to a return to day-to-day life for communities following the end of national lockdown.

The recommendations set out in this report ensure Cabinet are appraised of the most recent work going on across the council to protect, sustain and support residents and communities and the economy of Surrey.

DETAILS:

Public Health Update

National Lockdown

1. England's lockdown laws are due to end on 31 March 2021 and the government has committed to publishing a lockdown exit 'roadmap' on 22 February 2021, detailing plans for the gradual easing of restrictions. Guidance continues to be reviewed in anticipation of this announcement with full 'Stay at Home' guidance available [here](#).

Covid-19 Surveillance

2. Public Health continues to hold daily data surveillance meetings to ensure prompt action is taken in line with [Surrey's Local Outbreak Control Plan](#). The [Surrey Covid-19 Intelligence Summary](#) and [daily infographic](#) provide regular updates on Covid-19 alert levels. As of 8 February 2021, Surrey's rate per 100,000 is lower than the rate in England and comparable to the rate in the South East region.
3. [Surrey's Local Outbreak Control Plan](#) was updated on 27 January 2021 and continues to be reviewed to reflect the fluidity of the situation including any changes to national policy and guidance. The actions aligned to the plan that have recently taken place include:
 - **Surge testing:** [Surge testing](#), conducted under the auspices of Operation Eagle, commenced in a sub-post code area of Woking on 2 February 2021 following the identification of a specific variant of Covid-19 from two positive tests in the area, in residents who have no links to travel or previous variant cases. The variant is known as the SARS-CoV-2 variant which originated in South Africa. Working closely with Woking Borough Council, Surrey Police and Surrey Fire and Rescue Service, test kits were distributed to 10,000 residents and with the support and co-operation of residents, more than 90%% of individuals contacted returned a test kit. The early success of the testing in Woking has helped inform surge testing in two areas of Runnymede - Egham and Thorpe – which began on 6 February 2021. With the support of Runnymede Borough Council and co-operation of residents, this operation replicated the one in Woking and achieved a 95% return rate for test kits.
 - **Targeted Community Testing (Asymptomatic Testing):** this is currently being rolled out across the county with the aim of identifying asymptomatic people who are Covid positive, with the priority to target essential workers in areas of highest infection rates. Public Health are working with the Department for Health and Social

Care (DHSC), as well as the Armed Forces, to put in place test sites which will operate initially for six weeks. The Staines Asymptomatic Test Sites (ATS) site is now operational in 'soft-launch' mode as well as supporting Operation Eagle volunteer testing. A soft launch of the Ewell site as well as staff training and operational readiness will take place, week commencing 8 February 2021. Woking will follow on from this, with these sites being made operational to the public from the week commencing 15 February 2021. Testing has also been progressed in Day Centres for Adult Social Care service users.

- **Local Contact Tracing:** From 10 February 2021, Surrey's Local Contact Tracing Service will be covering nine of the 11 districts and boroughs with a plan to extend delivery to cover the two remaining areas of Waverley and Mole Valley over the next few weeks. Between 28 January 2021 and 3 February 2021, the combined national and local contact tracing of cases across Surrey remained at 86% with the Local Contact Tracing service successfully completing 64% of cases that the national team were not able to contact within 24 hours.
- **Schools & Universities:** Schools and colleges will not return to full face-to-face education until 8 March at the earliest with plans for asymptomatic testing in school settings being developed in line with guidance from the DfE, the DHSC and advice from PHE. All Surrey's university settings continue to offer Lateral Flow Devices (LFD) testing to their students for the staggered return of priority student cohorts to campus in 2021.
- **Homeless Communities:** The temporary cabins allocated to those experiencing symptoms have been well used since they were introduced, with additional sites being considered through until June 2021. Colleagues providing care for the homeless are being included in the vaccination of local health and social care staff with initial planning taking place to ensure homeless persons in emergency accommodation can access the vaccine.
- **Black and Minority Ethnic (BAME) Communities:** Surrey's BAME Rapid Need Assessment highlights the importance of building trust through clear communication and meaningful engagement in order to maximise the uptake of health interventions and vaccinations. Key actions include the appointment of a health and race wellbeing officer with Surrey Minority & Ethnic Forum (SMEF) to facilitate community engagement with different subgroups of BAME communities to convey key health protection messages.
- **COVID Champions:** Progress continues to be made with launching this scheme across the county including Reigate & Banstead, Surrey Heath, Runnymede and Waverley. With Reigate & Banstead launching their first monthly online meeting with over 20 attendees, including the Council Leader and Portfolio Holder and Surrey Heath holding their first fortnightly online meeting with excellent engagement from across the community.

Vaccination Roll-out

4. As of 8 February 2021, the Surrey Heartlands Vaccination Programme has delivered approximately 200,000 vaccinations and is on track to have offered all those in Joint Committee on Vaccination and Immunisation (JCVI) priority cohorts 1-4, a vaccination by 15 February 2021. Planning is now underway to vaccinate cohorts 5 onwards by the end of February 2021.

5. As of 5 February 2021, the Frimley Vaccination Programme has delivered over 100,000 doses of the vaccine across the Frimley Health and Care Integrated Care System (ICS). Coverage includes over 84% of those aged 75 to 79 years, and 91% of the population aged 80 years and over. All older people care homes across the Frimley Health and Care ICS have been vaccinated except a small number which have had Covid-19 outbreaks. Further rounds of vaccinations will be delivered over the coming weeks to capture those who were unable to be vaccinated due to infection or illness.
6. Adult Social Care have also been working with health partners to ensure front line adult and children's social care workers receive their vaccination. A communications campaign across to ensure that key messages reach those including supported living providers, home-based care agencies, learning disability care homes, to ensure access to vaccinations. As of 12 February, 10,315 eligible adult social care workers had been referred by the Council for a vaccination. This is a large part of the estimated 18,200 adult social care workforce in priority cohort 2. We know many providers have made their own arrangements to get their staff vaccinated with their local GP, vaccination centre etc, so the percentage of adult social care staff receiving a vaccination will be much higher than the Council's referral numbers indicate.
7. In January 2021, Surrey's Covid-19 Management Group (CMG) and Health Protection Operational Group merged to form one cohesive multi-agency forum for managing the tactical response to Covid-19 in Surrey. Risk Registers have been combined to reflect this change in governance.

The council's Covid-19 Ops Group

8. The Ops Group continues to meet weekly with a focus on supporting residents, communities, staff and contractors. Efforts have been concentrated on Operation Eagle with work undertaken to provide surge testing capacity in Woking and Egham including support in the early development of the surge testing programme, providing coordination support to ensure a quick roll out of test kits. We continue to engage in the roll out of surge testing in Egham.
9. The Ops Group also provided support to the Community Testing and Mass Vaccination programmes and from February onwards, the Ops Groups will monitor the number of vaccinations for members and staff on a weekly basis. Work continues with Public Health, HR and service leads to ensure that staff groups eligible for the vaccination, as per the prioritisation set by the JCVI, are provided the opportunity to receive the vaccination.
10. The Ops Group continue to support any redeployment requests from critical services with approximately 90% of requests received since the Autumn being matched with officer capacity from other services.

Impact on Adult Social Care (ASC) services

Hospital Discharges

11. As previously reported to Cabinet, teams continue to support the flow out of Surrey hospitals which has become more challenging with the higher level of positive cases in a rapidly changing and demanding environment.

Designated Settings

12. The agreed approach with Heartlands ICS and Frimley to manage acute flow and discharges through use of Community Hospital beds remains in place. The Government's introduction of an indemnity insurance scheme for providers last month is welcome, as the lack of clarity had resulted in few providers willing to actively work with Covid-19 positive referrals. Now community bed capacity can, where needed, be supplemented by NHS Trusts commissioning directly designated premises beds by ensuring that they maintain clinical oversight and provide, via the NHS, the indemnity cover providers have been so concerned about. Although this new arrangement has not been used by the council, it remains important as the planned scaling up of capacity at NHS Seacole Centre could not be delivered.
13. We continue to focus on discharges back to the community and people's homes with the right care and support. We have maintained additional community capacity to provide live in care and block arrangements for Home Based Care to ensure ongoing timely discharges from hospital.

Impact on Children, Families and Lifelong Learning

Children's Social Care

14. Across frontline children's services, working arrangements remain largely the same with both frontline and support staff being asked to work in Covid-secure offices and the community where required to enable services to function effectively. Over the last month we have shifted to virtual visiting for one of our quadrants and only for children where it is safe to do so; these arrangements have been in place for three weeks and are reviewed weekly by the children's social care leadership team.
15. We continue to experience a higher-than-average number of contacts to the Children's Single Point of Access (C-SPA) and this is leading to high caseloads in our Assessment and Family Safeguarding teams. Despite these demand pressures, timeliness of assessments remains high and the vast majority of children subject of a Child in Need or Child Protection Plan continue to be seen face-to-face.
16. The number of children in care in Surrey has stabilised over the last two months at just over 1000; currently there are 1,012 children looked after by SCC (a small increase year-on-year). However, the number of children subject of Child Protection Plans continues to rise for the seventh consecutive month to 844 at the end of January; this compares with 648 at the same time last year – a 30% increase.

Education

17. The government announced that all schools would close as normal over the February half term. Early years settings are to remain open to provide childcare over the school holiday period for parents including those who are critical workers. We are working closely with our early years sector to introduce measures that will soften the financial impacts of Covid-19, recognising the importance of childcare provision in enabling parents to remain in work.
18. We are supporting schools and early years settings with the rollout of large-scale asymptomatic testing for their workforce including sourcing additional staff for testing pupils in anticipation of their return to school. Regular testing is an important tool for reducing the transmission of the virus and for enabling schools to open safely for vulnerable children and the children of critical workers during the national lockdown.

19. We continue to put in a robust case to government for the prioritisation of all schools and early years staff for the Covid-19 vaccination, given their vital role in educating children.

Supporting Families

20. We recognise that food poverty is a key driver of health inequalities and we are continuing to ensure that disadvantaged children are fed during term time and in the school holidays. The Covid Winter Grant funding has been used to extend the provision of supermarket vouchers to children eligible for free school meals. The families of nearly 19,000 children and young people receiving free school meals or early years pupil premium were provided with a £15 supermarket voucher to purchase groceries over the half term week. We intend to do the same over the Easter holidays.
21. Schools continue to support families with children who are eligible for free school meals with either a voucher or a food parcel. For schools who choose food parcels through the provider Twelve15, we have assured ourselves that the quality and quantity of food provided is appropriate and that the value of what is available in the parcels is maximised. We know that what is provided through a food parcel scheme cannot be the same as what a parent would buy with £15, but we were confident that the boxes complied with government guidance, included good quality fresh fruits and vegetables as well as packaged items, and made it possible for children to enjoy variety in their daily diet.

Impact on Communities and Support to Vulnerable Residents

Community Helpline

22. The Community Helpline continues to provide a valuable service for residents in need complemented by an online offer on the council's website. As of February 2021, we have dealt with 13,584 calls from residents with a significant increase in call volumes following the announcement of surge testing in Woking and Egham. The Helpline received 236 calls the day after the announcement was made, mainly enquiries and questions from residents about localised testing. Information about surge testing is now available as part of the online offer on the council's website.
23. There are currently 41,214 Clinically Extremely Vulnerable (CEV) residents on the latest Government Shielded list in Surrey with borough and districts continuing to make outbound calls to CEV residents who have registered for support on the National Shielding Service System (NSSS).
24. Between 200-300 new residents continue to be added to the Shielded Patient List (SPL) each week and we continue to send a text message to newly added patients ensuring they know how to access support if they need it.

Communications Response

25. The Multi Agency Information Group (MIG) continues to operate and lead the communications response to Covid-19 across the LRF and its partners including responding to the latest national behavioural insights to drive coordinated campaigns, maximising awareness of health messaging and compliance with national government guidelines. Examples of this include the use of digital advertising vans at countryside to reinforce 'stay local' messages and public health advice.

26. Additional communications working groups have been established on Vaccinations and Mental Health with relevant partners to ensure consistent, accurate and timely messages to support response and recovery efforts over the coming weeks and months.
27. We have led the recent communications planning and activity around the Surge Testing operations in Woking and Runnymede. This has helped forewarn residents, explain the reasoning and operational activity, update progress of the operations and thank residents for their cooperation. This work in Surrey has been used nationally to guide other local authority communications teams.

Recovery activity

28. The SLRF Recovery Co-ordinating Group (RCG) continues to meet monthly, to plan and monitor recovery activity, with the February meeting considering the impacts of the vaccine roll out and the actions needed to help residents transition out of lockdown as quickly and as safely as possible.
29. Despite still responding to the pandemic, progress towards recovery will be closely monitored from the findings of [The Local Recovery Index](#) against the key cross cutting themes of economic recovery, financial poverty and mental health issues in children, young people and adults.
30. The RCG is in the process of capturing the positive changes to service delivery, processes, structures and systems that have been put in place as a result of dealing with the pandemic. This will be used to create a strategic document and action plan that will encourage the beneficial impacts of the response to be sustained, built on and further developed to become part of the 'new normal.'

Education

31. An update was given in the RCG regarding how schools are currently being supported including support for disadvantaged children, those with mental health issues and the wider work around child poverty. Also considered was new ways of teaching and how they can be used to build back better including a blended learning offer, the continued use of bubbles to ensure learning remains accessible for children with autism or anxiety to support the longer-term outcomes for young people.

Local economy

32. Work continues across the county with district and borough councils distributing grants to businesses who face financial hardship however many businesses are going further into debt each week they remain closed. To aid recovery, residents are being encouraged to support local businesses and plans are being put in place to help ensure customer confidence once the sector can reopen.
33. The RCG are also engaging with major employers, whose employees use high streets during the day, to understand what their offices will look like going forward and the potential longer-term impact this may have on the economy – many of them are currently looking at 40-60% office occupancy based on pre-pandemic occupation rates. As lockdown is eased, it is expected that there will be a progressive reopening of services such as leisure centres, gyms and community centres and opportunities to look at ways of increasing their income will be explored going forward.

Voluntary, Community and Faith Sector (VCFS)

34. The VCFS is continuing to actively support with response activities such as the vaccination rollout and helping some of the most vulnerable people during the pandemic through foodbanks and befriending services. Whilst this has impacted the work on recovery, we continue to work with the sector to understand the impacts of Covid and offer support that leads to long term recovery and a robust and resilient sector.
35. For example, many staff and volunteers from charities involved in face to face health and social care work have been offered vaccinations. This is helping with restarting areas of work that had been paused, enabling steps to recovery of their organisations and more importantly the resuming the valuable services they deliver to support communities, such as Voluntary Car Schemes.

Covid-19 Finance update

Overall impact on budget

36. The impact of Covid-19 on the 2020/21 budget continues to be reported monthly in the Financial Update reports to Cabinet. At Month 6, Cabinet approved a budget reset to distribute Covid-19 emergency funding to meet directorate pressures and the costs of the Local Resilience Forum Cells. A total of £52.5m has been allocated; with £9.9m currently held in reserve. Against the £52.5m budget, at Month 9 a £3.6m deficit is forecast. This forecast will continually be reviewed throughout the remainder of the year. The 2020/21 Month 9 (December) Financial Report sets out further detail.

Specific Grants

37. We have continued to work diligently to ensure Adult Social Care (ASC) providers are effectively supported during the pandemic. In the past month this has involved action in relation to three grants:
- **Infection Control Fund (ICF) round 2.** Final grant payments out of Surrey's total £15.8m ICF 2 funding have been made to care homes and community care providers compliant with the grant conditions and in line with the agreed distribution methodology that the Council developed closely with the Surrey Care Association. Combined with the previous distribution of Surrey's £17.2m Infection Control Fund round 1 grant, this has provided £35m of support to Surrey's ASC sector to manage infection control in ASC services as per the grant conditions.
 - **Rapid Testing Fund.** Surrey has received £4.7m to support ASC providers to deliver RFD testing in care homes across Surrey. All of this funding has been distributed to care homes compliant with the grant conditions based of the number of Care Quality Commission (CQC) registered beds in each home. This grant is for expenditure incurred in the period 2 December 2020 – 31 March 2021, and must be fully spent by 31 March 2021.
 - **ASC Workforce Fund.** The government has also announced a specific fund to help provide temporary additional resources to boost the Adult Social Care (ASC) workforce. Surrey's allocation is £2m and at the time of publication plans for the use of this grant were being finalised. However, it is likely that the Council will retain part of the grant to contribute towards its own additional ASC workforce

costs and then distribute the remainder to external ASC providers. This grant is for expenditure incurred in the period 16 January 2021 – 31 March 2021 and must be fully spent by 31 March 2021.

38. Taking the collective funding across these three grants together with over £10m of support, Surrey's ASC sector will have received over £50m of additional financial support in 2020/21 to help manage the financial impacts of the pandemic. This is on top of the costs of care packages that the council has continued to pay for including people assessed as eligible for ASC funded care provision and people discharged from hospitals during the pandemic.

Public Health Finance

39. The council's Public Health service continues to lead the response to the virus in Surrey. In doing so they are managing three grant funded programmes:
- Surrey's Test and Trace programme which is funded by a £3.4m grant.
 - The Contain Management Outbreak Fund (COMF). COMF is funding a range of initiatives delivered by the council and across district & borough councils to help manage and contain the spread of the virus. To date the Council has received £12.9m of funding covering the period 5th November - 29th December 2020. The government is yet to confirm funding arrangements from 30th December onwards.
 - The Targeted Community Testing (TCT) programme has commenced this month. The initial plan is to deliver this testing over a period of 8 weeks, and the Department of Health & Social Care (DHSC) has approved a £3.4m bid to fund the estimated costs of delivering testing in this period. Plans beyond the initial 8-week period will be reviewed based on the outcomes of the testing and the broader changes to the status of the pandemic in Surrey and nationally.

Holiday Activities and Food Programme

40. This programme enables free holiday provision – including healthy food and enriching activities – for children on free school meals. It builds on a scheme the Government has funded since 2018 and is available for every local authority in England. We will use £2.1m from this scheme to support children and their families over the Easter, summer and Christmas holidays in 2021. £213,000 will be available for this current financial year, and £1.9m for 2021/22.

Local Elections

41. The Government have confirmed that the local elections scheduled for 6 May 2021 will go ahead and have issued a delivery plan intended to support the safe and effective management of the elections. Changes are to be made to nominations and proxy voting arrangements and additional government grants have been announced to contribute toward additional Covid-19 related costs.
42. Careful planning and preparation for the elections continue in conjunction with districts and boroughs, recognising that the prevalence of Covid-19 presents additional serious challenges and risks (in addition to those presented by multiple, multi-tier elections, including some Parishes, District and Borough Council, County Council and Police and Crime Commissioner) that will have an impact on costs, logistics and management of the elections. The timeframe for the roll-out of vaccinations and when the beneficial effects are expected to be felt fall close to the

election timetable. Ensuring residents' safety, welfare and reassurance in the conduct of the elections will be a priority, to ensure that people do not feel discouraged from taking part in the elections and/or disenfranchised.

RISK MANAGEMENT AND IMPLICATIONS:

43. Risk implications are stated throughout the report and Covid-19 related risks are managed through the Strategic Coordination Group governance structure.

SECTION 151 OFFICER COMMENTARY:

44. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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.
45. The financial implications of the pandemic continue to be monitored closely and reported regularly through the budget monitoring report.

LEGAL IMPLICATIONS – MONITORING OFFICER:

46. The various initiatives described in the report have been the subject of specific legal advice and support in formulating and implementing the Council's response to the Covid-19 pandemic to ensure they are in accordance with the Council's powers, duties and responsibilities. There are no further specific legal implications arising in the report.

EQUALITIES AND DIVERSITY:

47. As in previous updates to Cabinet, this report highlights our continuing work to support some of Surrey's most vulnerable residents through this pandemic. This includes:
- Ongoing work to discharge older and disabled people from hospital into community or other settings;
 - Timeliness of assessments and visits to children and families being supported by children's services, in spite of increased demand;
 - Provision of supermarket vouchers through the Covid Winter Grant scheme to enable 19,000 children and young people on free school meals and their families to access healthy, fresh food; and,
 - Continued support for over 41,000 CEV residents who are registered on the NSSS.
48. The report highlights the impact of the pandemic on some of Surrey's most vulnerable children and young people. Good progress has been made in supporting them, such as through the supermarket voucher scheme, but the differences in experience of remote education, particularly for families with limited access to technology, families reliant on free school meals and increased demands on children's services means our services, and work with partners, need to be prepared

to support them longer term, which will have implications for recovery planning.

49. As we prepare for county council elections in May, we will work with partners to ensure some of our most vulnerable residents have options available to them to keep them safe while they participate in the democratic process. We will ensure all venues where residents will vote in person will follow Covid-secure guidelines and encourage uptake of postal voting for residents who may feel safer using this option, particularly those who are CEV.

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Consulted: Corporate Leadership Team and other staff

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SURREY COUNTY COUNCIL**CABINET****DATE: 23 FEBRUARY 2021****REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE****SUBJECT: SETTING A RADICAL AGENDA FOR EQUALITY, DIVERSITY AND INCLUSION IN SURREY AND SURREY COUNTY COUNCIL****ORGANISATION STRATEGY PRIORITY AREA: Growing A Sustainable Economy So Everyone Can Benefit/Tackling Health Inequality/Empowering Communities****SUMMARY OF ISSUE:**

The Organisation Strategy 2021-26 makes tackling inequality the central mission of Surrey County Council to ensure that no-one is left behind. Key to this will be the culture nurtured by the council, so that all residents, Members, partners and staff are treated fairly and feel included.

This report asks the Cabinet to endorse a new Action Plan to embed equality, diversity and inclusion (EDI) into everything we do at the council. It sets out a new vision for EDI and takes a radical approach that will change the systems, processes and behaviours affecting the experiences of all Surrey residents and staff who work for the council. The plan is a living document that will continue to evolve as we make progress and as our strategic context changes.

Supporting this ambition to embed equality and diversity into everything the council does, a new EDI Policy Statement has also been developed that clearly sets out our commitment to embedding EDI in all our activities. It confirms that the authority will take a zero-tolerance approach to bullying, harassment and discrimination and that it will deal with any incidents of such behaviour decisively.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Endorses the Surrey County Council EDI Action Plan 2021-22; and
2. Agrees the new EDI Policy Statement.

REASON FOR RECOMMENDATIONS:

The EDI Action Plan is key to delivering the equality objectives in the Organisation Strategy 2021-26 and plays a pivotal role in supporting the council's wider aim to tackle inequality to ensure no-one is left behind. Moving to a fairer, more compassionate and inclusive culture will inform how we develop policy, take decisions and serve residents so everyone who lives, works and studies in Surrey is supported to thrive.

The updated EDI Policy Statement will provide a clear, definitive commitment to staff and communities against which the council's actions can be held to account in its effort to become a fairer and more inclusive organisation. It responds to feedback from staff that they want EDI to be integral to how we work and for Members and senior officers to show greater leadership on this agenda. It also recognises how EDI needs to underpin all we do to tackle inequalities facing residents.

DETAILS:

Introduction

1. The Organisation Strategy 2021-26, which was agreed at the County Council meeting on 8 December 2020, emphasised the key guiding principle that underpins all our work – tackling inequality in Surrey by focusing on ensuring no-one is left behind.
2. Four new equality objectives were also agreed in the Strategy to support our statutory duties under the Equality Act 2010. One of these new objectives was¹:

Deliver a radical work programme to strengthen the diversity of our workforce and move to a culture that values difference, where all staff feel they belong and have opportunities to succeed.

Context

3. Over the past decade, our policy development and decision making has mainly focused on minimising discrimination and improving equality of opportunity for people with characteristics protected under the Equality Act 2010. These are:
 - a. Age, including older and younger people;
 - b. Disability;
 - c. Gender reassignment;
 - d. Pregnancy and maternity;
 - e. Race, including ethnic or national origins, colour or nationality;
 - f. Religion or belief, including lack of belief;
 - g. Sex;
 - h. Sexual orientation;
 - i. Marriage and civil partnerships;
4. Securing greater equality for diverse communities remains important, but we are also starting to take a broader, more radical approach to EDI. This means changing the processes, systems and behaviours that prevent the council providing the best possible services for all residents and staff and ensuring that EDI is embedded into everything we do as an authority.

¹ The other three objectives are:

- Tackle economic inequality and disparity through ensuring that everyone has the education and skills they need and that the infrastructure of the county is accessible so all residents are able to access jobs, homes and transport needed to share in the benefits of growth;
- Work to close the county's healthy life expectancy gap by focusing our resources on children and adults who need our services most so they can be healthy, independent and thrive;
- Work with communities, through our new local engagement model, to make it easier for all residents to participate in local democracy, service design and decision-making.

5. The Government has recently signalled there will be a change in direction on national equality policy. The Minister for Women and Equalities, the Rt Hon Liz Truss MP, made a speech on 17 December 2020 that set this intention out at a high level, including:
 - a. A commitment to greater use of evidence to better understand inequalities and design effective interventions;
 - b. A greater focus on geographical and socio-economic inequality, and moving away from a primary focus on protected characteristics; and
 - c. A concern about the limited effectiveness of initiatives to strengthen EDI, such as unconscious bias training.
6. We will continue to monitor Government policy, and we will respond the challenge this new policy presents us all to build a better framework for EDI – and, in fact, are in a good position to respond to some of the challenges set out by the Minister already, including the challenge to create a more robust evidence base for this agenda.
7. However, we will not simply await and react to the Government agenda – we will seek to influence that agenda proactively for the benefit of the inclusive and fair authority and county we want to build for the future. As an example, the Council welcomes the opportunity to widen the scope of the agenda to consider geographic and socio-economic inequality, but protected characteristics remain important in influencing how the experiences, opportunities and outcomes of residents and staff are shaped – and the Council remains committed to supporting these characteristics – which, in addition remain protected under the Equality Act 2010.
8. The Council's recent Covid-19 Community Impact Assessment (CIA) demonstrates the relationship and interdependence between the protected characteristics of individuals and socio-economic and geographical issues. The CIA clearly showed that some communities were disproportionately impacted by Covid-19 based on geographical location. Places where there were higher numbers of people aged 80 and over and care homes, such as Banstead, felt the greatest health impacts through the highest numbers of Covid cases, deaths and care home outbreaks. However, the CIA also showed that black and minority ethnic (BAME) residents' health and wellbeing and economic circumstances were more adversely affected compared to Surrey's wider population, from more incidents of racism and discrimination to difficulties accessing financial support.

The case for change

9. There is a strong case for Surrey County Council to take a radical approach to EDI. Annex C highlights some key data that supports this:
 - a. **There is a moral imperative:** We have an obligation to residents and staff to have a culture of compassion, empathy and understanding as it will create a more tolerant, inclusive and happier working environment;
 - b. **Understanding our diverse communities and staff will enable us to deliver better services:** Being able to anticipate and take account of the differing needs, values and experiences of residents and staff will lead to more efficient, effective services, and a more productive workforce. Designing

in accessibility from day one will also enhance value for money by avoiding costly re-work needed later and improve our reputation with residents.

- c. **Diversity is a key driver of innovation:** Differences in thought based on differing knowledge, experiences and values foster greater creativity and problem solving to tackle some of the key challenges facing the county and this council.
- d. **Inequality is having a detrimental impact on our communities:** We know that some of Surrey's residents are experiencing widening inequalities, some of which have worsened as a result of Covid-19. Instances of issues such as domestic abuse, mental health and youth unemployment have all increased as a result of the pandemic.
- e. **Our workforce does not reflect the diversity of our community at all levels:** Our workforce data shows we need to create more opportunities for colleagues from protected groups to further their careers, for instance, while 10% of our staff are from BAME backgrounds, which is broadly representative of Surrey's BAME population (9.6%), less than 1% are in a senior management position. Staff from protected groups are also over-represented in formal HR procedures, such as grievances and disciplinary processes.

Greater diversity will increase our attractiveness as an employer to the best talent from a range of backgrounds and is likely to increase satisfaction among current members of staff.

- f. **We have legal obligations:** We have legal duties under the Equality Act 2010, and the Public Sector Equality Duty, to eliminate discrimination and harassment, strengthen relations between different groups of people and advance equality of opportunity.

EDI Action Plan 2021-22

- 10. The plan appended to this report (Annex A) sets out a new vision for EDI at Surrey County Council, and the actions we will undertake to deliver it. This new vision is to **have a fair, compassionate and inclusive culture that genuinely values difference and makes everyone feel safe and belong.**
- 11. To achieve this vision, we will be taking action across five dimensions:
 - a. **Employee Experience:** We will make our workforce more diverse and deliver activities to support culture change among employees. Activities to support this theme include mandatory EDI training for staff, support for Employee Reference Groups (ERGs) – staff-led networks that champion the interests of diverse colleagues – strengthening workforce data to make better decisions, and reforming staff recruitment to minimise bias and attract the best talent to the council.
 - b. **Leadership:** Members and senior officers will become much more visible champions of EDI, acting as role models and demonstrating their commitment to tackling inequality – particularly through their direct sponsorship of our ERGs. Training for Members and senior officers will support them to lead on

this effectively, and career development programmes will support positive action for colleagues who are less well represented in management positions.

- c. **Knowing and engaging our communities:** Using the best information available and fostering good relations with and within communities, to work with them to address their needs and maximise local participation. This theme focuses on making the best use of data and insight to better understand inequalities across Surrey and working with partners and residents to overcome them. As part of this objective, there is an ambition to establish a Leader's No-one Left Behind Advisory Panel, which will bring together experts from equality groups and voluntary, community and faith sector organisations to shape, influence and guide the county's approach to EDI.
- d. **Communication and engagement:** Promote and raise awareness of our radical approach to EDI to stakeholders, especially to our residents. We will equip colleagues with the tools they need for holding sensitive discussions with residents and staff, such as guidelines for how to communicate with different resident groups, and consistently promote Surrey's diversity and the importance of EDI to the organisation. We will also develop a strong narrative to share with residents and partners about work the Council is doing to tackle inequality, using the Council's equality objectives as a framework.
- e. **Delivering inclusive services:** We want our services to be responsive to individual needs so all residents can access them easily and fairly, giving them the best opportunities to improve their outcomes. It covers a broad range of topics, from ensuring the quality of Equality Impact Assessments for Member and officer decision-making, to how we approach procurement and work with suppliers to align our EDI aspirations.

12. We will commit to being open and transparent with residents, partners and staff about our intentions and how we will take responsibility to achieve them. Katie Stewart, the Executive Director for Environment, Transport and Infrastructure, is the CLT sponsor for this work, and will be the accountable officer for implementing the plan.

Developing the plan

- 13. The Action Plan started taking shape when the late Dave Hill, former Executive Director for Children, Families, Lifelong Learning and Culture and previous EDI sponsor for the Corporate Leadership Team (CLT), facilitated a comprehensive staff engagement exercise in 2019, known as the Talking Diversity Tour.
- 14. Evidence was gathered from focus groups with 250 staff across the council's main offices, including targeted sessions with younger employees aged 25 and under, women, BAME and LGBTQ+ staff; a staff survey; and discussions with Trade Unions.
- 15. One of the key findings from this evidence was, for staff, EDI means helping all residents and colleagues feel they belong in the county and at the council, and that everyone is made to feel welcome, supported and included. It was felt that all colleagues should feel enabled and empowered to fulfil their potential.

16. Staff also wanted EDI to be integral to how the council operates instead of being perceived by some staff as “additional to” their day-to-day work. They also wanted more visible leadership from Members and senior officers on this agenda, policies that take a zero-tolerance approach to bullying and discrimination, and more support to have sensitive discussions with colleagues on EDI issues.
17. Since that original diversity tour, the draft Action Plan has been developed by officers based on the evidence available on both community and workforce diversity and impacts, the insight gathered from key partner organisations in the community, and the insight of the emerging and established ERGs. This staff input has been invaluable, and the plan is a result of ideas from officers across all parts and levels of the organisation.
18. The Resources and Performance Select Committee on 21 January have also scrutinised the Action Plan and Policy Statement. Members were very supportive of the plan’s intent and in fact, have challenged the council to be even more ambitious for EDI. The Committee recommended EDI training for Members should be mandatory, and that a Member level EDI Group should be established to encourage collective leadership beyond the Cabinet. Members also recommended that the council should seek accreditation under the Local Government Association’s (LGA’s) Equality Framework.
19. Some of the activities in this plan have been inspired by practice from leading local authorities on EDI, most of whom have achieved ‘Equality Excellence’ under the LGA Equality Framework. For example, the London Borough of Tower Hamlets reports on disability, race and sexual orientation pay gaps in addition to their legal requirement to report on the gender pay gap. Going forward, we will continue to gather evidence and learn from best practice in other local authorities and other organisations to support our journey to transform our culture.

Progress made to date

20. The Action Plan will continue to evolve as we make progress on this agenda, so the focus and emphasis on priorities may change through the year. We have also started making progress against key actions in the plan:
- a. Colleagues across the council, with the support of HR and OD, have established seven ERGs. Each of them is sponsored by at least one Cabinet Member and one Executive Director. In practice, colleagues in the networks will agree priority issues to focus on each year, and with the support from their leadership sponsors, act as a sounding board for council services as they develop policies and services, and provide a network for colleagues to support their wellbeing and connect with others across the council.

To date, staff coming together from across the council have established a Women’s Network, Disabled Employees Network, Minority Ethnic and Allies Network (MEGA), Deaf/British Sign Language (BSL) Network, Young Employees Network, Parent and Carer’s Network and LGBTQ+ Network. Some of these are new, while others are more established but have recently been supported to increase their reach and influence within the council.

- b. A new staff training offer is being rolled out across the council, which includes unconscious bias training. To date, 470 staff have attended these courses. We are also running ‘train the trainer’ schemes, so some staff are trained to deliver unconscious bias training to make this more sustainable, also offering some sessions to our voluntary, community and faith sector partners. Race Relations training has also been delivered within Children’s Services. Alongside these courses, a comprehensive training programme is being procured by HR in the next few months, which will establish a more robust programme of learning for staff.
- c. A new continuous training and development offer on EDI for Members is in development. Member Seminars on EDI were run on 15 and 22 February to help them understand how they can support EDI and to brief them on the Action Plan. Wider training will be rolled out following the county council elections in May.
- d. The council website is being reviewed, and webpages updated, to ensure it is compliant with the new Public Sector Bodies (Web and Mobile Applications) Accessibility Regulations, so residents with visual impairments can access any of our web content easily.
- e. The Council has increased its efforts in promoting diverse communities through communication campaigns and virtual activities around the diversity calendar – including Black History Month (October), Disability History Month (18 November – 20 December), and LGBT+ History Month (February).

Updated EDI Policy Statement

- 21. In addition to the Action Plan, we have also produced a refreshed EDI Policy Statement (Annex B). This policy sets out clearly and succinctly our aspirations for EDI, what this means for residents, Members and staff, and the commitment we undertake to deliver them. It also reinforces the council’s zero tolerance approach to bullying, harassment or discrimination of any kind, and any cases will be dealt with decisively.
- 22. This document provides a visible and accessible statement that shows residents, Members, partners and staff that we take EDI seriously – and importantly, is a commitment against which the Council can be held to account. It demonstrates our ambition for it to underpin everything we do and reinforces a clear message that everyone connected to the council has a responsibility in making it happen.

Next steps

- 23. If Cabinet endorses the Action Plan, the Council will continue to drive forward the actions set out in this plan. A refreshed version of this plan and an annual report will be presented to Cabinet at their meeting in February 2022.
- 24. This Action Plan, and the updated EDI Policy Statement, will be published on the council’s website and communicated to residents, Members, partners and staff.

RISK MANAGEMENT AND IMPLICATIONS:

- 25. In the current circumstances, there is a risk that resources and officer time required to support response activities to Covid-19 leads to lack of capacity to support delivery

of the actions in the EDI Action Plan and slippage against timescales. To mitigate this risk, officers will create a dedicated post to drive delivery of the Action Plan, and the CLT EDI sponsor will identify those activities that are critical to the plan's success and need to continue, and those where the pace of delivery can be slowed or stopped.

26. If stakeholders who are supportive of this work feel the council is not making sufficient progress, there is a risk of disillusionment amongst the community and stakeholders, leading to reputational damage for the council in the form of distrust among some residents and staff, which may in turn, hinder our ability to attract talented staff from diverse backgrounds. To mitigate this risk, the Council will drive forward our communications and engagement activities to demonstrate our commitment to EDI and report progress on our critical activities on a regular basis through communications channels for residents and staff.
27. Some stakeholders may be opposed to the council focusing resources on EDI, particularly those who may not buy in to our aspirations to transform our organisational culture or otherwise feel that the agenda does not require the radical approach we have set out to achieve. The council has made tackling inequalities its central mission, and we will assertively affirm our commitment to this agenda at every opportunity, so all stakeholders connected with the council feel they are treated fairly and are made to feel welcome and belong in Surrey and at the council. We will continue to affirm our commitment to zero-tolerance for discrimination, bullying and harassment of any kind, and we will deal with any instances of this decisively.

SECTION 151 OFFICER COMMENTARY

28. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for most 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.
29. The Section 151 Officer supports the EDI Action Plan 2021-22. The training requirements are allowed for within the existing Medium-Term Financial Strategy (MTFS). As a key corporate priority, it is proposed that the dedicated resource required to drive forward the action plan is initially funded from the transformation reserve and is then factored into the MTFS from 2022/23 onwards.

LEGAL IMPLICATIONS – MONITORING OFFICER

30. The Council's statutory obligations under the Equality Act are already firmly embedded in its decision-making processes and working practices. However, adherence to the legislation may not be enough to ensure that the Council succeeds in its aim that "no-one is left behind". This report seeks Cabinet approval of an action plan that will see the Council adopt an approach to equality and inclusion that goes beyond what the legal framework currently requires of it and will put the Council on a firm basis to achieve its equality objectives.

EQUALITIES AND DIVERSITY

31. This report provides a clear statement of intent through the Action Plan and Policy Statement to focus on changing the council's culture on EDI that will support its guiding principle to tackle inequality to ensure no-one is left behind. It is anticipated these will have positive impacts for all protected groups as defined in paragraph 9, and progress will be monitored regularly to assess the degree to which this is making a difference for residents, Members, partners and staff.

Contact Officer:

Adam Whittaker, Strategic Lead – Policy and Strategy, 07976 865717

Consulted:

Cabinet Members

Corporate Leadership Team

Trade unions

Resources and Performance Select Committee

SCC Members

SCC staff

Appendices:

Annex A – Equality, Diversity and Inclusion Action Plan 2021-22

Annex B – Equality Policy Statement

Annex C – Key EDI workforce and residents statistics

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Surrey County Council EDI Action Plan 2021-22

Surrey County Council’s core mission is to ensure no-one is left behind. This means tackling inequality should guide everything we do and Equality, Diversity and Inclusion (EDI) needs to be integral to the council’s culture.

The council’s leadership has radical ambitions for EDI, reflected in this action plan. It commits them to be **open** and **transparent** with staff and residents about our intentions and how we will take **responsibility** for achieving them. The Chief Executive and Executive Directors will be proactive and directly involved in driving this agenda, through sponsorship of staff networks, championing EDI across all council services and taking part in reverse mentoring schemes. We will also support staff to have frank, open conversations about EDI, both to discuss where things are going well and where things still need to change.

If we get this right and we all play our part, Surrey’s residents and our staff should see the council as a fair, compassionate and inclusive organisation that genuinely values difference and makes everyone feel safe and that they belong.

Colleagues who attended the Staff Diversity Tour in late 2019 said we need to do much more to support all our staff to belong and retain existing top talent, make the council a more attractive proposition to a more diverse range of prospective employees, and leaders need to be more visible on EDI so residents, Members, partners and staff understand the need to increase our efforts on this.

This is something we must focus on if we want to be one of the leading councils in England and the most effective council for Surrey residents. It is:

- **Essential for residents** – local democratic arrangements and council services will be designed to be open, inclusive and accessible for all.
- **Essential for staff** – they will be encouraged to bring their whole selves to work and use their diverse experiences and skills to improve performance and create innovative solutions to make residents’ lives better.
- **Essential for the council** – developing a diverse workforce and a better understanding of residents who are being left behind means we can design more responsive services by focusing resources where they’re most needed, improving both value for money and outcomes.

Doing this will also help the council to comply with its legal obligations under the Public Sector Equality Duty of the Equality Act 2010.

This plan does not capture everything the council is doing to tackle inequality, but it will play a key part in ensuring it is an inclusive and diverse organisation for staff and how we work with residents. These are reflected by the following five themes:

- Employee Experience
- Leadership
- Knowing and engaging our communities
- Communications and engagement
- Delivering inclusive services

Objective 1 - Employee Experience: Strengthen the diversity of our workforce and move to an inclusive culture that values difference, where all staff feel they belong and have opportunities to succeed

Lead: Jackie Foglietta, Director of HR & OD

Timeline:	Priority:
<p>By the end of 2020/21 (April 2021)</p>	<p>Update and work towards a mandatory EDI training package for all staff so they better understand and meet the needs of colleagues and residents with protected characteristics</p> <p>This includes:</p> <ul style="list-style-type: none"> • Reverse mentoring for senior managers and members of the Employee Reference Groups; • Unconscious bias training for all staff and new starters; • Developing an unconscious bias network of 30 staff who are trained to deliver unconscious bias training to teams across the council • Putting out a tender in January 2021 for a training package for evidence-based training on experiences and issues faced by people with protected characteristics, such as disability awareness for managers and active bystander training <p>Support the council's Employee Reference Groups (ERGs) to develop their profile and role by:</p>

- Assigning each ERG an Executive Director and Cabinet Member sponsor so they can raise concerns directly with, and secure support from, the council’s leadership;
- Provide support to the existing ERGs to enhance their effectiveness, such as annual action plans and protected time for staff to attend;
- Providing encouragement, resources and support for colleagues who want to establish new ERGs.

Improve the quality and visibility of our staffing data to identify and monitor EDI issues across colleagues with protected characteristics. These include:

- Workforce representation;
- Promotion;
- Bullying and harassment;
- Discrimination;
- Retention

This data will support Directorates to develop local plans to support EDI across their business areas, including approaches to succession planning

Enable more staff to feel confident to declare information on protected characteristics, such as disability and sexual orientation, to improve the support we can provide them

Make the policies designed to support and protect our staff clearer, such as grievance, bullying and harassment policies, and ensure colleagues who use them have the right support in place.

Use data on formal HR procedures to identify any bias hotspots and take action.

Ensure our approach to agile working benefits all staff and supports improved productivity and wellbeing.

	We will strengthen our support for colleagues with disabilities who require reasonable adjustments to deliver their roles effectively. This includes improving access to using technologies for remote working, Occupational Health and Access to Work.
Long-term actions to be progressed throughout 2021/22.	<p>Strengthen our recruitment processes to focus on attracting the best talent and minimise potential sources of bias. This includes</p> <ul style="list-style-type: none"> • Introducing blind recruitment and develop ways to make recruitment panels more diverse; • Working with voluntary, community and faith sector partners to address the recruitment of underrepresented groups across the organisation. • Working with recruitment agencies to ensure we attract a diverse pool of candidates for senior leadership positions
	Continue monitoring and taking action to narrow the Gender Pay Gap
	Develop and introduce ethnicity and disability pay gap reporting
	Work with ERGs to identify accreditation from leading EDI organisations to work towards, such as Race in the Workplace accreditation.

<p>Objective 2, Leadership: Members and senior officers are champions of equality, diversity and inclusion, acting as role models and demonstrating their commitment to tackling inequality.</p> <p>Lead: Katie Stewart, CLT Executive sponsor for EDI</p>	
Timeline:	Priority:
<p>By the end of 2020/21 (April 2021)</p>	<p>Each Directorate Leadership Team appoints an EDI champion who is responsible for identifying and acting on the local EDI issues, and provides support and challenge to colleagues.</p>
	<p>Prioritise staff from protected groups to attend the Career Sprints Leadership programme to increase diversity in the council's leadership and management</p>
	<p>Recruit an EDI Programme Lead to drive delivery of this action plan</p>
<p>Long-term actions to be progressed throughout 2021.</p>	<p>Work with partners to provide leadership on EDI across Surrey towards a common agenda and seek opportunities for collaboration.</p>
	<p>Support Members to lead on the EDI agenda by building their knowledge and awareness through:</p> <ul style="list-style-type: none"> • A refreshed Member EDI training programme as part of their continuing professional development; • Supporting the Leader and Cabinet to engage with Surrey's diverse communities to strengthen relationships and further understanding of issues facing these communities.
	<p>Hold a Member led review into councillor diversity and inclusion at Surrey County Council, ensuring that our practices support councillors of all backgrounds to work effectively</p>

	Seek to integrate and learn from best practice with other local authorities to adopt approaches to improving the diversity of the council's senior officer leadership.
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Objective 3, Knowing and Engaging Our Communities: Using the best information available and fostering good relations with and within our communities, to work with them to address their needs and maximise local participation	
Lead: Nicola Kilvington, Director for Insight, Analytics and Intelligence	
Timeline:	Priority:
Short-term actions to be completed by the end of the financial year (April 2021).	Work with the voluntary, community and faith sector EDI group to collaborate on and deliver initiatives to make Surrey a fairer place to live and work
	Support growth and development of a Faith Links Network across Surrey with faith partners
	Develop Locality Profiles to better understand the needs of all communities at neighbourhood level
Long-term actions to be progressed throughout 2021.	Provide guidance and tools, such as an EDI tool kit for Surrey County Council’s partners, for strengthening anti-discrimination in Surrey.
	Develop a Leader’s No-one Left Behind Advisory Panel, bringing together experts from equality groups and voluntary, community and faith sector organisations to shape, influence and guide the county’s approach to EDI
	Use insight gathered from Locality Profiles to identify key EDI issues in each place and develop measures with communities to address them.
	Ensure we gather robust equality information from our data and insight and ensure all consultation and engagement is inclusive. This includes: <ul style="list-style-type: none"> • Advice and guidance for services on how to capture and analyse data on EDI issues; • Support for services to ensure their consultation and engagement activities are as inclusive as possible; • Streamlining inclusive participation methods into the design of the new locality governance arrangements

Objective 4, Communication and Engagement: to clearly communicate a radical approach to equality, diversity and inclusion across the organisation especially to our residents.	
Lead: Andrea Newman, Director for Communications and Engagement	
Timeline:	Priority:
Short-term actions to be completed by the end of the financial year (April 2021).	<p>Develop tools, support and guidance for staff to improve the accessibility and inclusiveness of our communications. This includes:</p> <ul style="list-style-type: none"> • Making the public website as accessible as possible in compliance with the new Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations • Guidelines to support officers when communicating with diverse groups of residents; • Developing an inclusive language guide to support colleagues feel more confident in having sensitive conversations
Long-term actions to be progressed throughout 2021.	<p>Raise awareness with residents, partners and staff of the organisation’s radical EDI agenda, by:</p> <ul style="list-style-type: none"> • Celebrating Surrey’s diversity, and that of SCC’s workforce, such as through a Surrey diversity festival • Sharing positive stories to promote work to tackle inequality including best practice stories • Facilitating Members and the Corporate Leadership Team regularly and openly talking about the importance of EDI to the organisation and issues • Highlighting initiatives to support staff, e.g., ERGs, policies to tackle bullying, harassment and discrimination, etc. • Reporting progress against our equality objectives, including a ‘you said, we did’ from the Diversity Tour • Promoting the work of the ERGs

	<ul style="list-style-type: none">• EDI Champions within front-line services to promote the agenda through the wider organisation
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Objective 5, Delivering Inclusive Services: our services are responsive to individual needs so all residents can access services easily and have opportunities to improve their outcomes.

Lead: Katie Stewart, CLT Executive sponsor for EDI

Timeline:	Priority:
Short-term actions to be completed by the end of the financial year (April 2021).	Ensure services are equipped to assess, and understand the importance of, the equality implications of their policies and service decisions through Equality Impact Assessments (EqIA)
	Support an inclusive approach in the Communities transformation portfolio, such as Local Community Networks, Your Fund Surrey and Libraries, so all residents can participate in decision-making and benefit from inclusive accessible services.
	Strengthen our policies and training in Procurement and Commissioning so we work with suppliers who share our commitment to EDI and support us to tackle inequalities
	Work with the Land and Property service to ensure the council's buildings are inclusive and accessible for all
	Produce a digital accessibility policy and governance to support residents and staff to access digital information and products with ease
Long-term actions to be progressed throughout 2021	Monitor progress of the Organisation Strategy 2021-26 equality objectives through the council's outcome-based plans for each of the four strategy priorities: <ul style="list-style-type: none"> • Tackle economic inequality and disparity so all residents have the opportunities to access the jobs, homes and transport they need to share in the benefits of growth • Work to close the county's healthy life expectancy gap by focusing our resources on children and adults who need our services most so they can be healthy, independent, and thrive

	<ul style="list-style-type: none"> Work with communities, through our new local engagement model, to make it easier for all residents to participate in local democracy, service design and decision-making
	Ensure equality impacts are understood as part decision making for emergencies and/or serious incidents and put mitigations in place where needed

How we'll know this is making an impact	
What will be different?	How will we know?
Our workforce is more representative of Surrey's diverse population	Increase % of our workforce from the following protected groups: <ul style="list-style-type: none"> Disability LGBTQ+ BAME, and People aged 30 and under
People working for the council feel included and valued, they belong at the organisation and have the same opportunities to succeed	Pulse Survey measures: <ul style="list-style-type: none"> % people who feel they are able to bring their whole selves to work % people who feel fairly treated by the council % people who feel the council is committed to creating a diverse and inclusive environment % people who feel SCC acts fairly with regard to career progression/promotion Number of people who have personally experienced discrimination at work in the past 12 months
	Reduce Gender Pay Gap average
The council's officer leadership better represents the community it serves	Increase % of colleagues in management from the following protected groups: <ul style="list-style-type: none"> Disability LGBTQ+ BAME
Residents feel they have good relations within their	<ul style="list-style-type: none"> % residents who feel strong sense of belonging in their local area Measures of diversity among friendship groups, wider social networks and acquaintances % residents who feel their local area is a place where people from different backgrounds get on well together

communities and feel fully able to participate in public life	<ul style="list-style-type: none">• % residents who participated in civic activity in last 12 months (e.g. registered to vote, formal volunteering, informal volunteering, formal culture and events)• % residents treated unfairly in the last 12 months because of one or several protected characteristics or because of social class
All residents are able to access services easily	<ul style="list-style-type: none">• Service satisfaction measures, broken down by protected groups• Complaints data on accessibility and discrimination

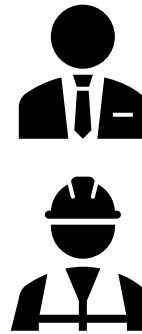
Surrey County Council's Commitment to Equality, Diversity and Inclusion

Tackling inequality so no-one is left behind is our guiding principle. We commit to being a fair, compassionate and inclusive council that genuinely values difference and makes everyone feel safe and they belong. We will be open and transparent with residents and staff on our intentions and will take responsibility to achieve them.

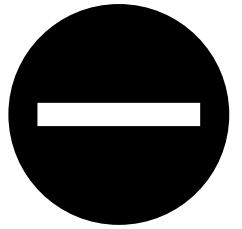
All residents should have the **same chances for a high quality of life and feel they belong in their communities.** We will champion our most vulnerable residents, including those who may suffer from prejudice and discrimination because of who they are or their circumstances



We are committed to **supporting all Members and staff** to feel they belong at the council and have opportunities to succeed. We will work with staff to identify and remove barriers that get in the way of inclusivity and diversity.



We take a **zero tolerance approach to bullying, discrimination and harassment.** Members and employees are expected to behave in ways that help us to support residents, partners and council colleagues. We will hold Members and staff to the high standards required, dealing decisively with instances of discrimination.



How we'll meet our commitment

Focusing on equality, diversity and inclusion is vitally important to improve the experiences of residents and staff and ensure no one in the county is left behind. We also have a legal responsibility under the Equality Act 2010. We aim to eliminate discrimination, increase equality of opportunity and foster good relations across people from all groups protected by law*. To do this, we will:

- Proactively look for potential discrimination and work with residents and partners to co-design services so they are inclusive, accessible and fair;
- Eradicate bias in our employment practices, including recruitment, and support staff to carry out their responsibilities under this commitment;
- Facilitate and embed Employee Reference Groups for staff from protected groups to have a safe space to engage the council's leadership on equality issues.
- Develop a workforce that reflects Surrey's diverse communities;
- Ensure all contractors providing goods and services on our behalf share our commitment;
- Influence other employers and partners to work with us on this agenda through joint initiatives to tackle inequality;
- Use complaints feedback to identify unfair treatment and take steps to correct this

*Protected groups cover Age, Disability, Sex, Gender Reassignment, Race, Religion and belief, Sexual orientation, Marriage and civil partnerships, Pregnancy and maternity. Carers are also protected by association.

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Annex C – Key resident and workforce equality, diversity and inclusion (EDI) statistics

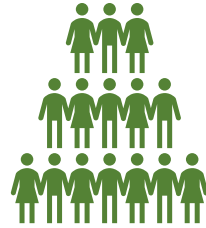
- This document presents key data to the Cabinet that supports our case Surrey County Council to lead a radical EDI agenda. It is not exhaustive, but it highlights key issues that support the rationale for an increased focus on EDI.
- Data has been sourced from:
 - Organisation Strategy 2021-26
 - Surrey Health and Wellbeing Strategy
 - Covid-19 Community Impact Assessment
 - Population data, including Census 2011 and mid-year population estimates
 - SCC workforce and Member data

All based on latest data as of November 2020

We need to deepen our understanding and further support residents at risk of being left behind



A 14 year gap in healthy life expectancy between the some wards in Surrey



An ageing population with growth in over 65s, including **29% growth in over 85s by 2030**, leading to more demand on services for vulnerable older people



The average GCSE Attainment 8 scores for children on Education, Health and Care Plans in Surrey in 2018-19 was **three times lower** than the wider pupil population



37% of 16 – 34 year olds are experiencing worse mental health, such as stress or anxiety, from the pandemic.



Surrey's employment rates for adults with learning disabilities **has decreased by 35%** since 2011



There were 1,931 incidents of hate crime in Surrey recorded by Surrey Police in 2019-20, **an increase of 92%** since 2015-16. 72% were racially motivated, and 12% due to sexual orientation



Black and minority ethnic residents are **much more concerned about the impact of Covid-19** on their finances, health and caring responsibilities compared to the wider population



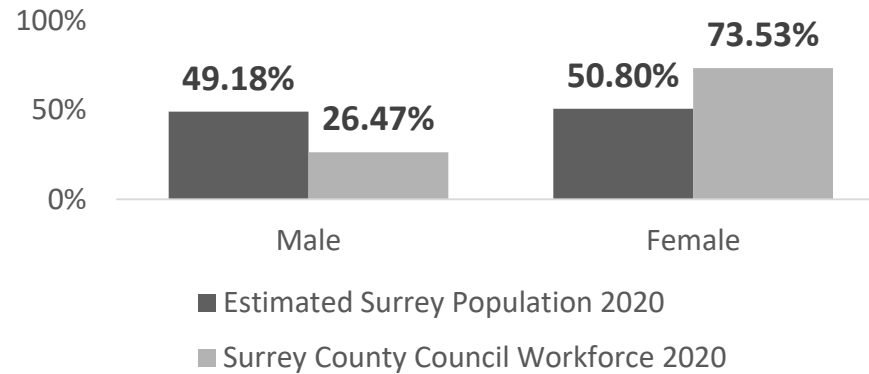
Women are at **greatest risk from domestic abuse**, particularly young women aged 16 – 24, pregnant women and those with young children, older dependent women and those with a long-term illness or disability. There has been a sharp increase in incidents during the pandemic

We need to tackle barriers to developing a diverse workforce and inclusive culture

9.6% in community vs **<1%** in management

While the proportion of workforce from black and minority ethnic backgrounds is broadly representative of Surrey's population, they make up **less than 1% of senior managers**

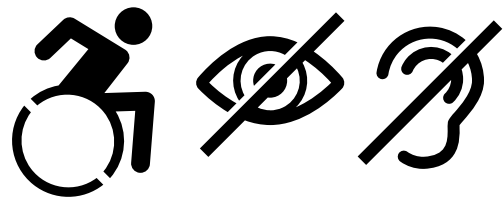
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Women are over-represented in SCC's workforce, but there is a significant **Gender Pay Gap, which was 16.8% in March 2019**

13.8% of SCC's FTE are aged 30 or below, against a target of 16%. However, colleagues aged 25 or under represent **only 5% of the workforce.**

5% workforce vs **6.3%** community



14% of residents have either a long-term illness or disability, but **only 3% of SCC's workforce** have declared they have one

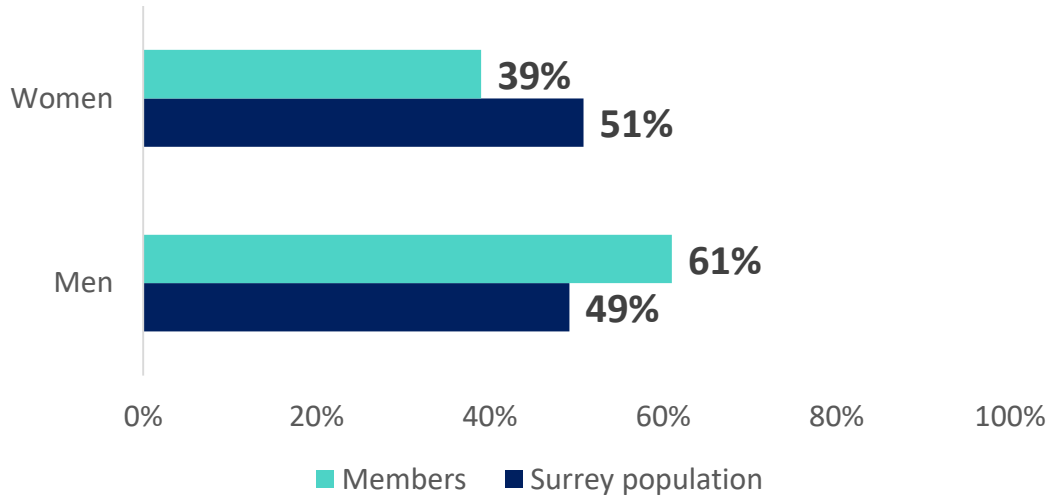


You are **less likely to be successful in a job application** to Surrey County Council if you are aged 20 – 24, a man, BAME, LGBTQ+ or disabled

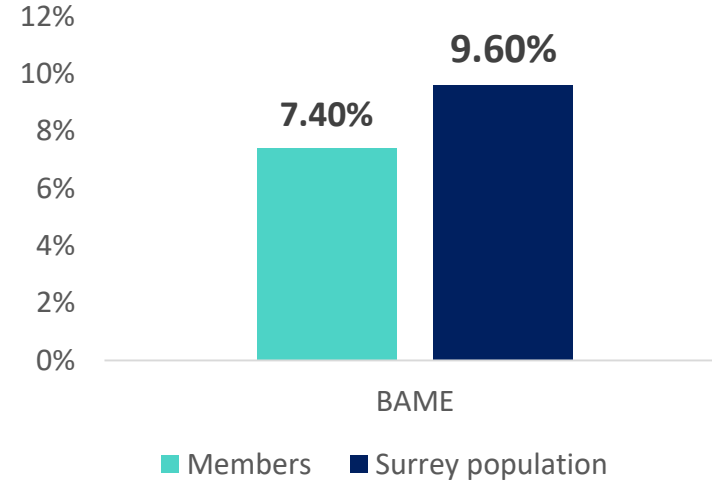
You are **more likely to be involved in a formal HR procedure (e.g. disciplinary or grievance)** if you are BAME, disabled, a man, aged 40 – 49 or 60 – 69 or LGBTQ+



We could do more to strengthen diversity among Members

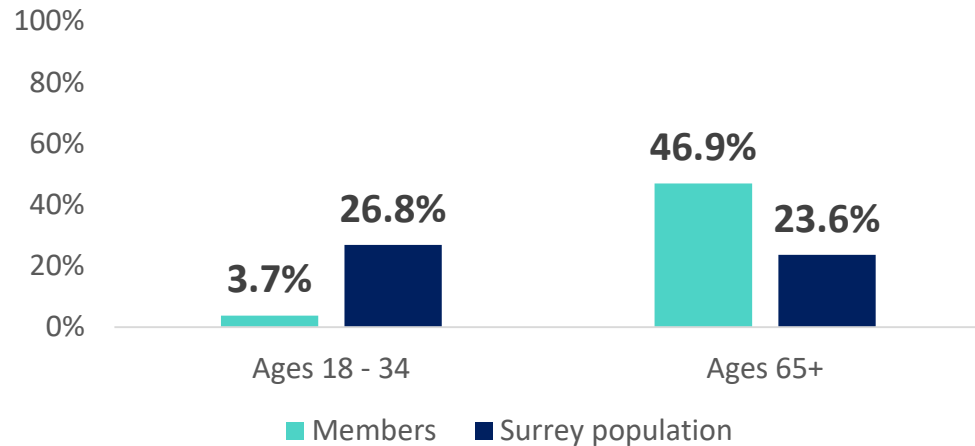


Women are under-represented in the council's membership compared to the Surrey population

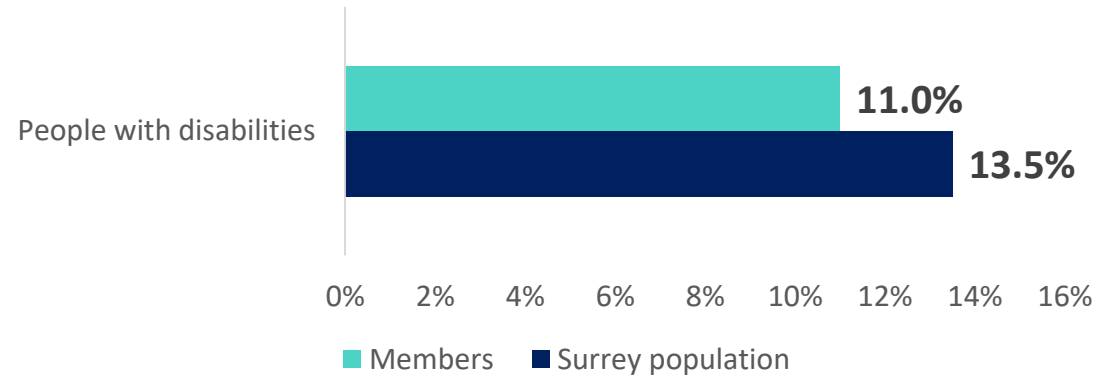


BAME Members are under-represented

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Young people below the age of 34 are under-represented, and over 65s are over-represented



The proportion of Members with disabilities are slightly under-represented compared to the Surrey population

Cabinet Member Strategic Priority Area Update: Tackling Health Inequalities
Mrs. Sinead Mooney

At the heart of our ambitious vision for Surrey is an earnest desire and guiding principle, that no one is left behind, to ensure that regardless of age, gender, race or location - everyone is able to enjoy and live out a fulfilling and healthy life, in this most unique of places. Tackling an inequality of health is not only a central step to realising this goal, but also a necessary one, which will require the optimum input of every Council resource to ensure gaps in living standards, life expectancy and life-affirming opportunities across the county are minimal or nil.

While our vaccination efforts remind us that the end of the COVID-19 pandemic is in sight, health inequalities have sadly been heightened during this time, largely across several social settings. This will require much of our focus and attention in the weeks and months ahead - if we are to best recover in a way that works for all of Surrey's residents.

I am pleased that we are working at pace to commence this important work.

We know that the pandemic and necessary lockdown restrictions have adversely impacted on the mental health and wellbeing of our residents. This has caused more people to experience more pronounced problems, which are known to worsen or heighten health inequality; something we will hear about further - later in this meeting. In an effort to mitigate against some of these challenges, we have overseen the creation of the new Surrey Mental Health Partnership Board, chaired by Alan Downey, which will work diligently to bring partner organisations together, in order to oversee and drive necessary improvements - as part of our whole system transformation. I am glad Alan has joined us today and look forward to hearing his reflections on mental health and the work of this board. The board's work will be critical, as good mental health outcomes rely heavily on 'in the round' accountability of all partners in delivering our services. Through the support of this Partnership Board, I believe that we will better realise positive and meaningful changes in our services and in the mental health outcomes of those who live with mental ill health.

In addition to this, the County Council is well-plugged into work by our colleagues at Surrey and Borders Partnership (SABP), whose Emergency Response team regularly advises on pressures faced by the service and devises effective plans to avoid bottlenecks in service delivery. I am also pleased that we are working pro-actively with the alliance partners behind our new CAMHS offer on early intervention, ahead of the offer's April launch. When we get early intervention support right for both young people and their families, we know that we can work to reduce the impact of the problems they face, preventing escalation to more severe difficulties and the need for further clinical support. I look forward to working with my colleague, the Cabinet Member for Children, Young People and Families, in overseeing this important work.

This council is also leading on a rapid needs assessment of key population groups identified as most vulnerable to be impacted by COVID inequalities. The findings of this exercise shall continue to inform our actions within our Local Outbreak Control plan, to ensure that appropriate health protection actions continue to remain in place for high-risk groups. We will continue to mobilise partnership working with various community-based services and VCFS organisations, to ensure that these actions have a real impact in the lives of the communities targeted.

Earlier last year, in response to our desire to tackle health inequalities, we set up an Equality and Health Inequities group as part of Surrey Heartlands' Recovery Board, led by our Director of Public Health, Ruth Hutchinson. With representation from across health, the third sector and local government – this group is actively engaged in strategising and delivering solutions

which address health inequalities - in the short, medium and long-term. At present, the group is leading on the development of a clear and coherent strategy to tackle urgent COVID health inequities, which is grounded in research and findings from our most recent Community Impact Assessment. In addition to this, the group has established a clear set of monitoring guidelines, which will allow us to track our progress in real-time, as we look to reduce inequities and deepen our knowledge base on the wider determinants of health for communities in Surrey. At the appropriate time, this work will require rigorous and robust evaluation, and I am glad that the group is now working on a plan, which will ensure that this work will contribute greatly to future service improvement.

Too often, health inequality persists due to issues of access, with variations in offer causing for groups and communities to receive less care relative to their needs. As a County, we are resolute in our determination to meaningfully deal with these disparities, to ensure that from Camberley to Caterham – equitable access is the norm across Surrey. For example, later in this meeting we will hear about plans to deliver a further 415 units of affordable Extra Care Housing across several locations in Surrey. One area, in which we are already making strides in achieving better access is in domestic abuse. Following the successful launch of the ‘Ask for Ani’ scheme, we are working with Surrey’s network of community and independent pharmacies, NHS colleagues and others on ensuring that our package of support and assistance is well understood and shared at various key outlets, to ensure that regardless of location – everyone who needs DA assistance gets the very best support.

Finally, I wanted to place on record my thanks to our outstanding healthcare workers and health professionals, who have worked relentlessly over the last eleven months. In a previous statement, I stated that they were the ‘pride of our county’, in their ability to keep our county moving and to keep us all safe. In recent weeks, I know we have seen these individuals go above and beyond yet again, leading our vaccination efforts at pace – as we look to return to normal. Their selflessness and dedication truly know no bounds and while we will soon run out of apt descriptions and words to express our gratitude and thanks, I hope they know how grateful we all are for their daily service in this extraordinary time.

If we are to ensure that Surrey is a unique place for all people, this strategic priority must be the golden thread in everything that we do. Inequality should find no haven within our county’s boundaries. To achieve this will require the collective effort of all of us and I am encouraged by both the work detailed and work in the pipeline, that we are well on the way to making this a reality in Surrey.

So, let’s continue onwards on this good path and make sure that all people can realise the dream and vision of a unique Surrey - where all can live healthy and fulfilling lives.

SURREY COUNTY COUNCIL**CABINET****DATE: 23 FEBRUARY 2021****REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: MICHAEL COUGHLIN, DEPUTY CHIEF EXECUTIVE****SUBJECT: IMPROVING MENTAL HEALTH OUTCOMES, EXPERIENCES AND SERVICES IN SURREY**

ORGANISATION STRATEGY Tackling Health Inequality/Growing A Sustainable Economy So Everyone Can Benefit/Empowering Communities
PRIORITY AREA:

SUMMARY OF ISSUE:

More Surrey residents, of all ages, are experiencing more pronounced mental health problems as a result of being affected by Covid-19, national or tiered lockdowns, social distancing and the general disruption to the patterns and rhythm of normal life. Such experiences are known to heighten and worsen health inequality, with those experiencing mental health problems feeling and/or being left behind.

Good mental health relies on the individual and, critically, shared accountability of everyone - providers, funders, commissioners, individual residents, families, parents, schools, employers and the private sector. While considerable efforts have been made to cope with and manage the current pressures it is evident that services, the workforce and more importantly those needing support, care, help, therapies and treatment, are suffering, not only psychologically, but also from the inequalities and socio-economic disadvantage often experienced by people with significant mental health needs.

This report sets out the pressures and challenges being faced by the mental health system in Surrey, the issues and concerns arising and the multi-agency approach and activity underway aimed at addressing them, to ensure improved mental health outcomes, experiences and services for Surrey residents.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Note the significant demands, issues, concerns and performance associated with the mental health system in Surrey, particularly arising from the additional pressures created by Covid-19, and the impact this is having on Surrey residents.
2. Approve and support the range of multi-agency work going on and being initiated to address the situation, including through the Surrey Heartlands Mental Health Partnership and Improvement Board and Health and Wellbeing Board.
3. Receive a further report on the issue of mental health outcomes, experiences and services in Surrey in July.

REASON FOR RECOMMENDATIONS:

Tackling health inequality is one of the Council's four strategic priorities. Poor mental health is a key factor in a range of conditions and personal situations, such as substance abuse, unemployment, poor physical health, that create and/or worsen health inequality. The mental health system in Surrey is under great stress and struggling to manage the demands made upon it. This report and its recommendations, the work to date and the work proposed are intended to support the mental health system deal with the immediate demands and pressures as well as building an effective and sustainable improvement programme.

DETAILS:

1. Mental wellbeing protects the body and mind from the impact of life's stresses and traumatic events and enables the adoption of healthy lifestyles and the management of long-term illness. Conversely, people with mental health problems are more likely to experience physical health problems, smoke, be overweight, use drugs and drink alcohol to excess, have a disrupted education, be unemployed, take time off work, fall into poverty, and be overrepresented in the criminal justice system.
2. Three quarters of all mental health problems have emerged by the mid-twenties, making childhood determinants primary in future mental wellbeing. Family relationships are pre-eminent, as they mould the infant social and emotional brain and thus determine vulnerability throughout life.
3. More Surrey residents, of all ages, are experiencing more pronounced mental health problems as a result of being affected by Covid-19, national or tiered lockdowns, social distancing and the general disruption to normal life. It should be acknowledged that among these general numerical trends and data are the desperately sad stories and experiences of individuals confronting debilitating mental health problems, which in extreme cases causes them to take their own lives.
4. As a consequence, the mental health system in Surrey is under significant pressure, (see table below and Annex 2) which is set to increase in the coming months, given the continued presence of Covid-19, extended national lockdown and winter pressures.

Child and Adolescent Mental Health	Adult Mental Health	Resourcing and Infrastructure
<ul style="list-style-type: none"> • Children and young people's emotional wellbeing has been significantly affected by the pandemic • Demand pressures and high referral rates <ul style="list-style-type: none"> • High acuity e.g. Eating Disorders • High referral acceptance rates <ul style="list-style-type: none"> • High caseloads • Long waits for some services • Relatively low discharge rates <ul style="list-style-type: none"> • Workforce pressures, high agency staffing but relatively high productivity • Inequalities • The potential for backlogs and the pandemic to impede successful implementation of the new EWBMH contract 	<ul style="list-style-type: none"> • Impact of Covid-19 on adult emotional resilience, especially for those who are isolated, living in socioeconomically deprived areas and facing financial and employment insecurity <ul style="list-style-type: none"> • Increased acuity • Low inpatient bed-base and further bed losses expected <ul style="list-style-type: none"> • Capital works leading to ward closure • Increased admission rates • High number of out of area placements • Pressures on flow management through inpatient services due to the low bed-base • High number of delayed transfers of care, including for people with complex needs such as Autism • Possible reduction in referrals to community mental health from referrers <ul style="list-style-type: none"> • High community referral acceptance rate • Possible high entry thresholds for community services <ul style="list-style-type: none"> • Workforce pressures • Shortened life expectancy and significant health inequalities • Under provision of physical health checks and health monitoring • Growing pressure on 3rd sector resources and lack of long-term contracting options create fragility 	<ul style="list-style-type: none"> • Historical underfunding and below national average investment (despite meeting the Mental Health Investment Standard) • Lack of widespread and co-ordinated system training in mental health and emotional wellbeing • Digital integration gaps can result in people having to tell their stories more than once <ul style="list-style-type: none"> • Digital infrastructure and information governance can slow down service integration and transformation • Failure to showcase excellent models of mental health transformation already happening across Surrey

5. The Surrey Mental Health Summit in November highlighted some of these issues and poor service user experiences, as well as best practice and alternative models from elsewhere (See Annex 1). It also confirmed a renewed commitment and energy to work together as system partners to design and invest in transformative solutions that will improve emotional wellbeing and mental health outcomes for the residents of Surrey.

SUMMARY OF ISSUES AND CONCERNS

6. **Children and Adolescents:** there has been a significant increase in demand for mental health services (referrals have increased by 60% over the past year, including eating disorders) which is forecast to surge as lockdown is lifted, as it did in June 2020. As a consequence, there are unacceptably high numbers of children waiting for Children and Adolescents' Mental Health Service (CAMHS) assessment, intervention and support, and therefore not getting the timely support they need and not achieving good outcomes.

7. Many on the waiting list for CAMHS services are children with special educational needs and disabilities (SEND), some of whom require an Education, Health and Care (EHC) needs assessment. Without a CAMHS contribution to their assessment, these

are consequently incomplete, as a result of which the young person's needs will not be fully reflected in their EHC plan.

8. Accommodation for young people in crisis is recognised to be inadequate and often inappropriate, with out of county facilities having to be used.
9. With schools only open to a minority of children, in-school support is reaching fewer pupils, making it harder to target early help resources directly to parents, rather than via school support. In addition, the implementation of the 'Thrive' model in schools and the community is currently in its infancy and inconsistent.
10. Serious concerns have been raised by Surrey Safeguarding Children Partnership (SSCP) following two thematic reviews based on cases of adolescent suicide and case review outcomes, highlighting loneliness and isolation, experience of self-harm, influence of social media and varying levels of parental, school and agency awareness on mental health problems. Inconsistent CAMHS services and the absence of effective step-down services were a key feature in the review.
11. **Adults:** There has also been an increase in levels and acuity of referrals to the Adult Social Care mental health duty team, with 25% of referrals being progressed as 'open' (indicating a high level of inappropriate referrals).
12. Due to the lower than average bed provision in Surrey per 100,000 population, reduced capacity due to social distancing measures, reduced staff levels due to sickness and an increase in admissions and delayed discharges arising from limited access to complex care packages and housing, there are a high number of out-of-area placements (33 in November).
13. The insufficiency of s136 suites in Surrey can result in people waiting in inappropriate settings as a 'place of safety', often with Police officers having to remain with the person until they can be appropriately discharged. (There are four s136 suites in Surrey, which are used for assessment of all age groups including children and young people).
14. The exacerbation of health inequality and impact of poor mental health on individuals has a profound effect on the economic well-being of communities e.g. 57% of all workdays lost to sickness are mental health related. Work provides structure, a sense of purpose, and opportunities for social interaction, as well as income (and taxes for the state). 85-90% of people with a mental illness who are not employed, say they would like to work. Businesses and employers have a critical role to play in promoting and investing in good mental health and wellbeing, prevention and early intervention.
15. **User experience:** The Mental Health Task Group established under the aegis of the County Council Adults and Health Select Committee reported to the Council's Cabinet meeting on 27 October. The Task Group heard from a number of service users and those experiencing mental health issues, whose comments can be summarised as follows and align strongly with the user contributions to the Surrey Mental Health Summit:
 - 'caught between two stools';
 - unable to access what they felt were adequate treatment services;
 - reliant on the services offered by third sector organisations, when experiencing mental health crises out of hours;
 - a lack of communication between different services;

- repeating their stories multiple times when moving between services;
 - a lack of involvement in their care planning;
 - feeling as if they had been “put in a box” by the clinical approach;
 - difficulties relating to the transition between children’s and adult mental health services;
 - problems with members of staff from healthcare organisations due to the language being used, with too much “jargon”.
16. The Children’s User Voice and Participation team facilitate various participation groups for young people and parent carers to have their voices heard in the services that they access, including mental health. Issues raised have included:
- the inappropriateness of standard consent forms and letters for young people;
 - the need for better targeted information for young people on the support available;
 - simplify and improve early access to support;
 - dismantle artificial barriers between services to promote easy access, enabling the right support from the right service at the right time;
 - ensure support in schools is more consistent;
 - parents need support and an improved understanding of how to support their children with mental health needs.
17. **The mental health ‘system’:** it is evident that as a result of the extraordinary pressures it is under, along with critical staffing and resource constraints, the mental health system in Surrey is letting many Surrey residents down. If this is to be tackled swiftly and effectively, as reported at the Surrey Heartlands Integrated Care System (ICS) Board, all sectors and partners have to demonstrate the commitment, competency and capacity to build multi-disciplinary relationships to secure better mental health outcomes and experiences for adults and children and be open to challenge, scrutiny and calls for change and improvement.

COUNCIL-LED SYSTEM RESPONSE

18. The Surrey Mental Health Summit was a valuable awareness raising and ‘call to arms’ event, which has prompted additional commitment, focus, attention and effort from many in the system. In response to this, the above and the extraordinary circumstances caused by Covid-19, urgent work has been put in place to begin to address these issues.
19. Surrey and Borders Partnership Trust have established a multi-agency Emergency Response team to consider and address the immediate pressures arising from Covid-19. Issues arising are being escalated to the Surrey Heartlands Covid-19 Incident Management Group as required, for immediate attention.
20. With regard to accommodation and beds for adults in crisis, priorities for action have been established, as follows:
- Ensure that accommodation issues are covered in all Care and Discharge plans;
 - Maintain existing accommodation during treatment, and prioritise discharging to home;
 - Where this is not possible, review the availability of alternative accommodation, and assess whether it is appropriate from a recovery perspective;
 - Reduce the range of providers so that a more manageable set of key support relationships is created;
 - Make sure move-on arrangements are in place to avoid creating new bottlenecks, or the overuse of institutional long-term solutions.

21. To support hospital flow and the mental health system, the supported living market is being developed. This involves working with new providers who have specialisms in autism, mental health and people with a forensic history. This work is aligned with the Mental Health Emergency Response Group's urgent work to improve hospital flow and develop further accommodation with support options. In addition, winter pressures schemes have been rapidly mobilised to enable timely discharge from hospital, including commissioning a home-based care provider with a specialism in mental health and discharge, to assess beds with a supported living provider.
22. The County Council's 'Enabling you with Technology' work is exploring and developing the opportunity to use technical solutions to combat isolation and loneliness and is currently looking at models of good practice elsewhere.
23. On the specific issue of the provision of s136 suites for young people, work has been initiated to develop and implement alternative arrangements for 'places of safety' for children, e.g. additional (possibly clinical) support for parents/carers to keep children at home safely pending admission and/or temporary accommodation with support staffing that can be used as a place of safety for children (in accordance with legislative standards and requirements). The mobilisation of the new CAMHS contract with the alliance of providers will be used to accelerate these as an urgent task.
24. Regular engagement with young people has been and will continue to be a key feature of the new CAMHS service. The service specification requires the alliance to capture and use the views and feedback of children, young people and parents to continuously improve the service provided and evidence how feedback has changed service delivery.
25. This mobilisation of the new CAMHS contract with an alliance of providers is progressing well and will be accelerated, in particular around the Autistic Spectrum Disorder (ASD) backlog and development of early intervention, as well as in the following areas:
- Review the self-help offers available (Kooth, etc) and ensure high profile publicity around them, especially directly to children/young people and to parents.
 - Review (and increase where necessary) Personal Mental Health and Wellbeing and other support capacity to schools for those pupils who are attending and pull all schools' work together into one place / 'team around the school' approach.
 - Engage in a dialogue with schools about whether they are willing to continue to operate an Emotional Wellbeing and Mental Health service for pupils who aren't attending for educational purposes, but in order to access mental health support.
26. In support of this work, the County Council have appointed an additional Children's Services commissioner, with extensive Local Authority and Public Health and NHS commissioning experience including CAMHS, adolescent health and offers to schools, to focus on CAMHS.
27. The Mental Health Task Group recommended that a review of the nature and length of contracts currently offered to third sector providers be undertaken and that all future contracts are awarded for a minimum of five years. Since this recommendation, commissioners in Adult Social Care have been working towards a more consistent way of contracting with the Voluntary, Community and Faith Sector to give them more security and will build this into the commissioning plans for 2021/22, recognising the critical role community connections (third sector) providers play in the mental health system.

28. Providers across the statutory and voluntary sector (Surrey and Borders, improving access to psychological therapies (IAPT) and community connections providers) have begun to discuss possibilities of becoming a mental health alliance. Alongside this, commissioners and operational managers have also been discussing future integrated commissioning and contracting options with CCG and procurement colleagues.
29. **Surrey Mental Health Partnership and Improvement Board** - In considering the above issues and concerns at its meeting on 16 December 2020, the Surrey Heartlands ICS Board agreed to the establishment of an independently chaired Partnership Board, reporting to the Surrey Health and Wellbeing Board, with the following purpose and responsibilities, to drive the urgent improvements necessary:
30. **Purpose:** To bring together a range of partner organisations to oversee, govern and drive whole system transformation and improvement in mental health outcomes, experiences and services for children and adults living with mental ill health in Surrey.
- To develop and oversee the delivery of a shared action plan for the rapid improvement and system-wide transformation of mental health outcomes, experiences and services, support and signposting in Surrey.
 - To review best practice across the world in early help for preventing mental ill health and facilitate shared learning amongst stakeholders for mental health service provision in Surrey.
 - To hold organisations to account where poor outcomes, experiences and/or performance has been highlighted.
 - To review and determine the adequacy of the whole system approach to performance management and evaluation of mental health outcomes, experiences and services.
 - To support awareness raising of the key issues relating to mental health service provision.
31. The first meeting of the Board was held on 5 February, a verbal update on which will be given at the meeting.

CONSULTATION:

32. The Surrey Mental Health Summit engaged a significant number of stakeholders and interested groups. A summary of the comments and feedback from delegates is attached at Annex 1.
33. The reports to the Surrey Heartlands ICS Board meetings in December and January provided further opportunities for those in the health system to contribute.
34. Consultation on the subject of mental health has benefitted from the work of the County Council Adults and Health Select Committee Mental Health Task Group, which reported its findings to Cabinet in October 2020.

RISK MANAGEMENT AND IMPLICATIONS:

35. The risks associated with a mental health system that is not able to cope effectively with the level and acuity of demand include harm to individuals, harm to communities and harm to the economy. This report sets out a programme of work and governance aimed at mitigating these risks.
36. There are additional operational dimensions related to the potential for the work proposed above and mobilisation around the incoming CAMHS contract to cut across and divert resources from the immediate crisis response and/or that the current focus

on a crisis response frustrates and disrupts the improvement work, mobilisation of the new contract and new ways of working.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS:

37. There are no immediate additional costs arising from the recommendations in this report. The costs associated with improvement activity will be met from within existing budgets. Capital expenditure required to address the provision and/or re-purposing of accommodation and facilities, will either be met from within existing programme budgets and/or made provision for in future budgets.
38. Although there are no financial implications directly associated with the improvement activity set out in this report, effectively responding to the growing demand for services to support young people and adults manage and improve their mental health and wellbeing does have financial implications for the Council. The Council has already committed an additional £3m in the CAMHS contract (this commitment was made prior to the impact of the pandemic) to commence from April 2021. There has also been significant investment in Adult Social Care (ASC) mental health provision. Gross expenditure on ASC mental health care packages is forecast to be £2.6m higher in 2020/21 than 2019/20, and the number of adults with a mental health problem receiving care funded by the Council increased by 12% in the first 9 months of 2020/21. This increased investment has been factored into next year's budget in the Medium-Term Financial Strategy (MTFS). However, as the Council is likely to continue to face constrained financial resources in the years ahead, it will clearly be important to continue to deliver essential mental health services in the most cost-effective way, so commissioning effectively across the whole system is crucial.

SECTION 151 OFFICER COMMENTARY:

39. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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 recommendations included within this report.

LEGAL IMPLICATIONS – MONITORING OFFICER:

40. This report outlines for Cabinet all the work that is being done to enhance the Council's ability to meet its statutory responsibilities under existing legislation including the Care Act 2014, the Mental Health Act 1983 and the Children and Families Act 2014. It does not introduce new responsibilities.

EQUALITIES AND DIVERSITY:

41. The recommendations in this report are intended to support the improvement of mental health outcomes, experiences and services, aiding those experiencing mental health issues to be aware of and access early support and services as early as possible to minimise the impact of their condition.

42. Given that this report sets out a proposed approach to developing a programme of work, an EIA is not required, as these will be considered and conducted as individual pieces of work come forward.

OTHER IMPLICATIONS:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	Set out below
Safeguarding responsibilities for vulnerable children and adults	Set out below
Environmental sustainability	No significant implications arising from this report
Public Health	Set out below

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS:

44. Children are coming into care because of the impact of lockdown on them and their families. Looked after children are known to have more MH challenges than children not in the care system; any pressure in CAMHS impacts on services to them, so work to improve mental health provision should benefit looked after children with EWMH issues and is an important part of our duties as corporate parents. For children in care and care leavers, the Children in Care CAMHS services will continue and improve under the new Alliance contract. These and the HOPE service are beacons of good practice. In addition, a regional agreement on priority MH services for Care Leavers out of County has recently been entered into.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS:

45. The measures proposed should benefit vulnerable adults and children, given the correlation between poor mental health and vulnerability, as identified by the SSCP.

PUBLIC HEALTH IMPLICATIONS:

46. Positive mental health is a key determinant and driver of wider health indicators and conditions. The measures proposed should benefit individuals and population health.

WHAT HAPPENS NEXT:

47. The urgent work is being undertaken with immediate effect. The Surrey Mental Health Partnership and Improvement Board will be in place for a minimum of six months, after which its role and purpose will be reviewed. Improvement across the system will be monitored through existing assurance and performance boards and overall progress will be periodically reported into the Health and Wellbeing Board.

Contact Officer:

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Annexes:

Annex 1: Summary of comments from Surrey Mental Health Summit: Thursday 19 November 2020

Annex 2: Mental Health Pressures and Pandemic Impacts

Sources/background papers:

Reports to Surrey Heartlands ICS Board 16 December 2020 and 27 January 2021

Summary of comments from Surrey Mental Health Summit: Thursday 19 November 2020

Mental Health Funding:

- We must continue to address the legacy of long-term underfunding in mental health
- We must invest in building emotionally resilient communities
- The workforce are resilient survivors of cuts that have disrupted teamwork and multi-disciplinary inter-agency work
- Funds need to be increased by the government for the 3rd sector
- There is an urgent need to change. Substantial funding cuts have been made, and we need to focus on awareness and early intervention

Wellbeing Strategy:

- Need to be mindful of what we measure – meaningful measures need to be person-centred and person-reported. The criteria for measuring progress are often not appropriate.
- Using averages as a guide to action fails to channel resources to locality issues, thus depriving the people who need the most support. Details needed to show local problems
- Mental health comes through everything – addressing inequalities, improving health and well-being and our pandemic response

Partnership Working:

- Effective partnership working between health and schools can address higher mental health concerns in SEND population earlier
- Importance of all agencies working together – health, housing, DWP, Police and schools, Street Angels scheme, Community centres etc.
- Third sector have an important role to play, there is much more work for them since Covid-19
- There needs to be further investment and parity of contracts for the VCFS

Safe Havens:

- An opportunity to enhance the service and provide it throughout the night
- Safe havens or assessment unit that is available 24/7 with right skills & capacity is needed

Mental Health Training:

- Is there scope to increase distribution of mental health training to health professionals and making top up training an ongoing requirement?
- How do we encourage health professionals to choose mental health as a specialisation?

Carers:

- How do we support carers better?
- How to measure what support they need?
- With an ageing population it is very likely that absolute numbers of carers will increase
- Young carers experience higher rates of mental health difficulties

Workplace:

- There is still stigma in the workplace in hiring someone with existing mental illness as people are seen as a financial liability

- Personal benefit to mental health of being gainfully employed
- Possibility of introducing quotas
- Current workplace culture places unrealistic expectations on individuals
- Toxic work environments for mental health
- Those who currently experience the biggest mental health problems are often those not in work
- Adjustment in recruitment processes are essential

Prevention:

- Prevention as earlier treatment
- Prevention results will be across the timescale of at least one generation
- Now we need huge effort to rebalance resources including building a workforce that is fit to meet population needs
- In general medicine there are plenty of examples of integrated teams seeking to avoid a hospital admission, but the same for people with MH problems money always seems to be a problem, and over-reliance on the police

Commissioning:

- Some people are falling through the gap. High functioning autism is a very tricky area
- Gap in children's healthcare
- Older age mental health and dementia
- Online services increase isolation
- We need to enable people to lead a life

SUMMIT INSIGHTS

The presentations made at the Summit gave us insights into:

- Population health data and the impact of the Covid-19 pandemic on mental health
- Learning from Australia and the benefits realised from increased investment in good mental health in the workplace and through prevention and early intervention schemes
- The role of Surrey Police in managing and supporting people with mental health needs, including the recent rise in attendances and use of s136 for both under and over 18s.
- The report from the Commission for Equality in Mental Health
- A model of partnership working in provider collaboration from West Yorkshire and Harrogate Health and Care Partnership.

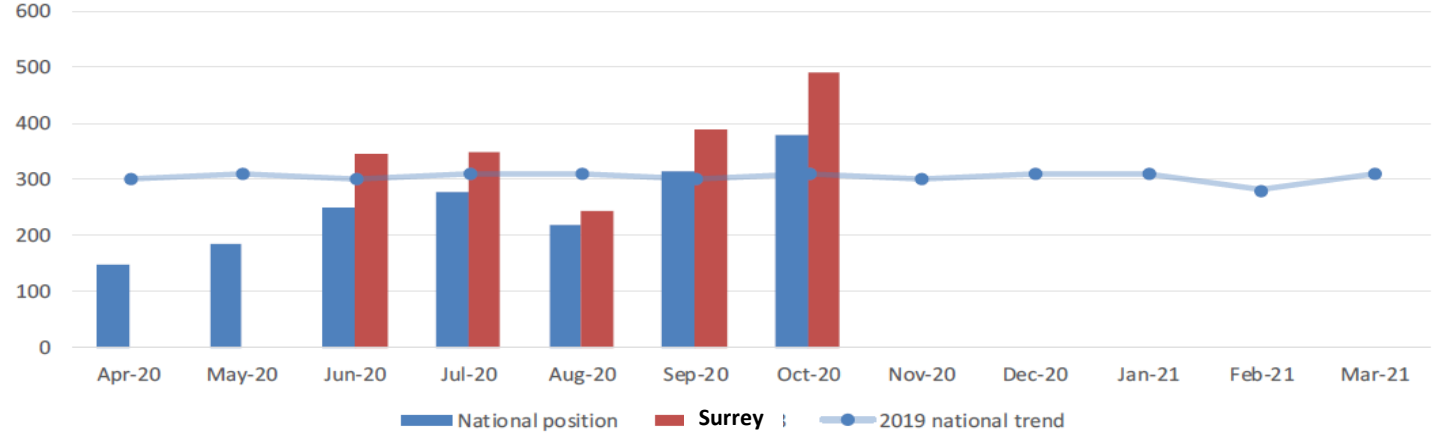
Current pressures – children

- CAMHS is currently showing a **22% increase in demand** above the same time last year. For example, experiencing a 66% increase in demand for children’s eating disorder services and a 3-fold increase in urgent cases.

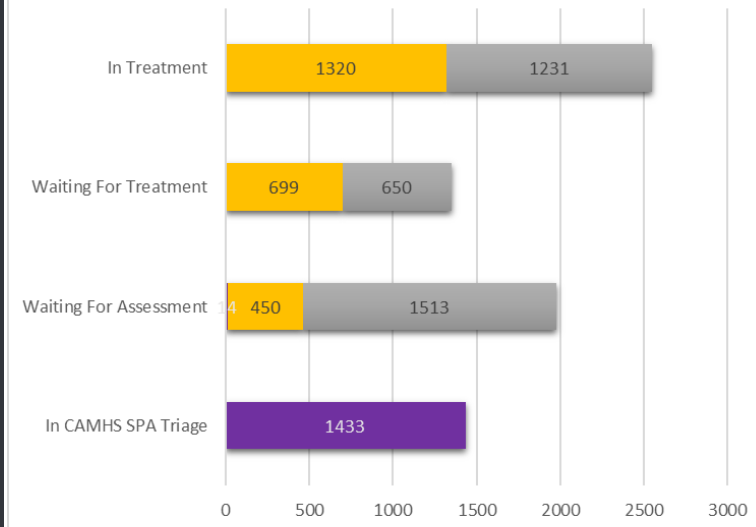
- Since November there has been an **89% increase** in referrals triaged by the Children’s Single Point of Access (SPA) from 758 on 1 November to 1433 on 14 Jan, and increasing delays creating a backlog

- There is also a 12% increase in referrals waiting for assessment.

Total referrals received by CAMHS community teams during the month per 100,000 registered population

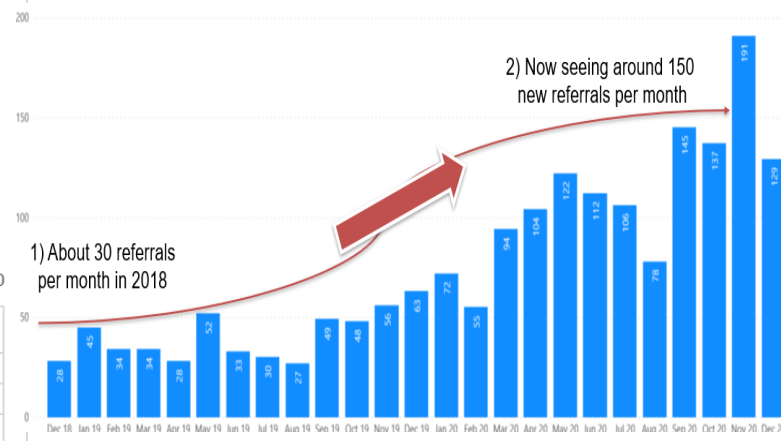


Referrals on 14th January 2021



	In CAMHS SPA Triage	Waiting For Assessment	Waiting For Treatment	In Treatment
■ CAMHS SPA	1433	14		
■ CAMHS CT		450	699	1320
■ ADHD / ASD		1513	650	1231

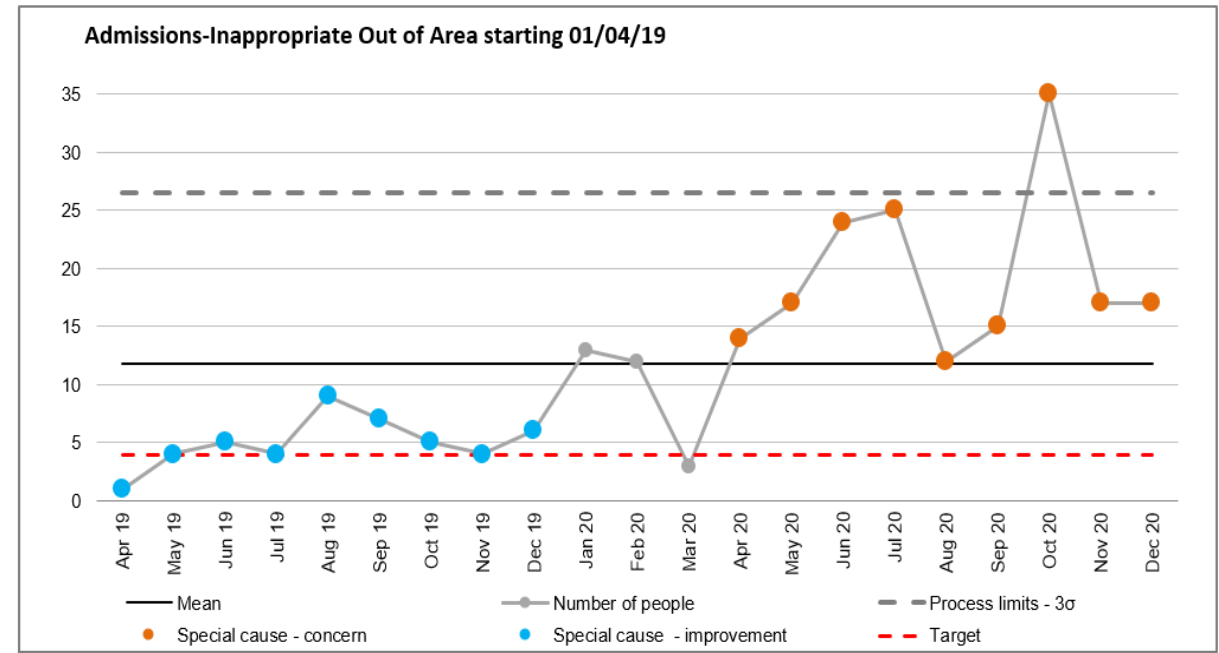
HOPE Service Referrals



Current pressures – adults

- Contacts 'in crisis' now over 80% compared to 37% in 2019, with a 45% increase in referrals to Home Treatment Teams, Psychiatric Liaison and intensive support teams

- Increased inpatient admissions and higher average **occupancy rates of over 96+%** are leading to significant increase in Out-of-Area placements. Accommodation is the biggest barrier to discharge with approx. 40% of those medically fit delayed as a result.



Pandemic Impacts

Community Impact Assessment (CIA)

Key concerns from residents

- social isolation due to lockdown (particularly on working-age adults living alone and those in poor health)
- loss of coping mechanisms (e.g. ability to connect with friends and family and taking daily outdoor exercise)
- fear of becoming infected (self and family)
- conflicting information
- ability to access care (patients as well as carers)
- working in frontline

Key findings

- 75% of residents reported lockdown affected their mental wellbeing.
- 52% of 16-25 year-olds and 46% of those in low income (under £25k) households felt more lonely.
- An increase in unhealthy behaviour: smoking (↑38%) drinking (↑35%).
- Increase in number of residents claiming Universal Credit or Job Seekers Allowance by over 300%.

ins Up 8%

Demand Continues to Rise for Kooth

We are seeing more young people than ever turning to Kooth for support. Now that traditional means of support are closed to many, it's clear that digital has a vital role to play in supporting mental health and wellbeing. Offering anonymity and freedom to access help when it's needed is key; we're there

Suicidal Thoughts See 40% Increase on Last Year, Accounting for 19% of all Issues on Kooth

"School is the only place I'm safe from taking my own life. But they can't take me now. Because of the risk, I have tried to take my life a few times. Everything seems to be bad and getting worse."
~ Anonymous Kooth User

Anxiety/Stress Anxiety and stress is the largest presenting issue by volume. Up 53% from last year		Sadness Sadness now accounts for 9% of all issues presented. Up 211% from last year
Self Harm A worrying amount of CYPs are presenting with self harm issues. Up 45% from last year		Suicidal Thoughts A huge spike in CYPs presenting with suicidal thoughts Up 40% from last year
Family Relationships Relationships with family members remain strained. Up 50% from last year		School / College Worries Such as returning to school or handling education virtually. Up 246% from last year
Friendships Friendships have suffered while schools and colleges are closed. Up 20% from last year		Loneliness Our young people are growing lonelier during lockdown. Up 135% from last year

- ### What headlines can we pull from this data?
1. **Anxiety/Stress** sees 53% increase among young people
 2. 1 in 5 Young People Struggling with Issues around **Family Relationships**
 3. **Self-Harm** sees Major Increase in Prevalence under Lockdown
 4. **Suicidal Thoughts** see 40% Increase on Last Year
 5. Young People Struggle with **Friendships** During Lockdown
 6. **School or College-Related** Mental Health Issues Surge
 7. **Sadness** sees Threefold Increase under Lockdown
 8. **Loneliness** Among Young People up 134%

ues are registered against a service user following any interaction that displays this issue. This is typically during counselling, during any other interaction, such as comments in a forum. The comparison to last year is based on the proportion of the esented with the particular issue, compared to the proportion last year, during the same time period. Dataset size: 70,007



Pandemic impacts - CIA Rapid Needs Assessment

Page 110

- 69% of adults in the UK report feeling somewhat or very worried about the effects of COVID-19 on their lives
- Both Surrey Drug and Alcohol Care (SDAC) helpline and Community Communications reported an increase in the number of calls and referrals respectively.
- Increase in the presentation of MH related issues were also reported by the local community helplines set up during the lockdown.
- There was also a significant increase in the use of the Emergency MHA (Mental Health Act) Powers. This was demonstrated by an increase in the MHA Detention rate of 37% in 2020 compared to 30% and 31% in previous 2 years.
- Data also shows an upward trend both in the number of people with mental health social care packages and the average cost of the package.
- The mental health burden and the long-term health impacts of job losses will be unequally distributed across society. In addition, older, younger people, homeless, those from BAME groups, people with drug and alcohol dependencies who don't access services under normal circumstances are more likely to have been impacted by further lockdowns.

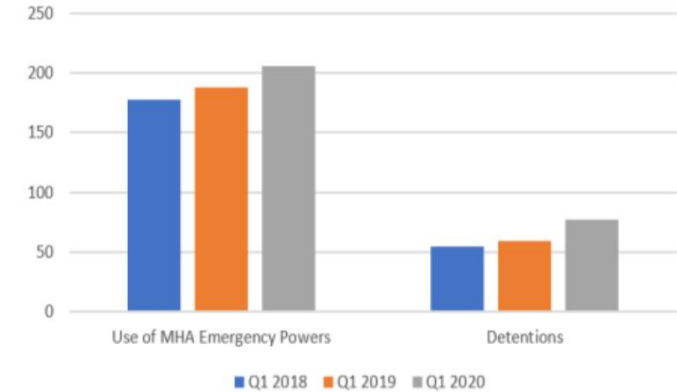


Figure 5A change in use of Emergency MHA and detention rate from 2018 to June 2020

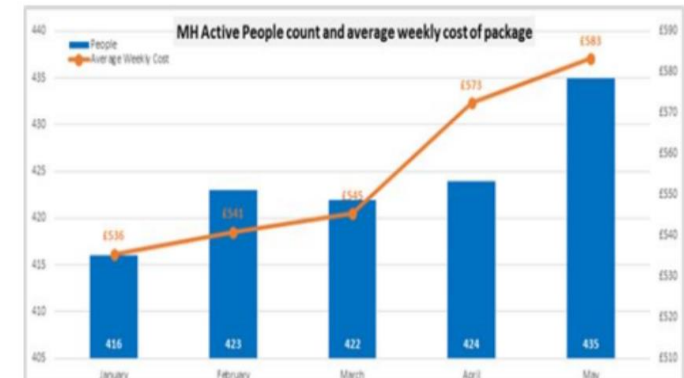


Figure 5B Trend in number of people and average weekly cost of Mental Health package from Jan 2020 to June 2020

SURREY COUNTY COUNCIL**CABINET****DATE: 23 FEBRUARY 2021****REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: PATRICIA BARRY – DIRECTOR OF LAND AND PROPERTY****SUBJECT: WOODHATCH MASTERPLAN****ORGANISATION STRATEGY PRIORITY AREA: Enabling A Greener Future, Tackling Health Inequality, Empowering Communities****SUMMARY OF ISSUE:**

In April 2020, Cabinet approved the proposal to acquire and develop the former Canon Headquarters site in Woodhatch, Reigate for the purposes of corporate and service needs.

The site is designed to enable the delivery of the outcomes of the Asset & Place Strategy, service strategies and transformation projects. These corporate projects will enable successful delivery of the Council's Community Vision for Surrey in 2030 and delivery of the objectives set out in the Council's Organisational Strategy 2020-2025.

Projects within this programme are designed to work in partnership across services and partners; improving service delivery; resident access to services; enhancing the Council's service offer and aiding asset utilisation.

The principles of One Public Estate (OPE) are already being established with the delivery of Woodhatch Place as Surrey County Council's new Civic Heart, following the closure of County Hall for corporate operational use on 31 December 2020.

Through feasibility revenue funding, a design team (including planning, architectural, engineering and communications consultants) has been engaged to develop the initial masterplan feasibility through to planning.

This paper seeks approval for capital programme funding for the appointment of consultants and a preferred contractor for preconstruction services to complete the Woodhatch masterplan feasibility study and develop the scheme up to submission of planning for the following identified service needs and development of the site infrastructure, external works, ecology and sustainability:

- New Junior School – replacement for Reigate Priory School
- Delivery of circa 58 Extra Care Housing units within the grounds
- Delivery of 46+ Key Worker housing accommodation units

The masterplan presents an opportunity to create a flagship sustainable development supporting the Greener Futures Agenda by delivering a programme of improvement projects, all within a site that is visually and ecologically rich and which will be enhanced both on and off site to support the wellbeing of the wider community that it serves.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Approves £2.025m of capital funding from existing pipeline allocations to complete the Woodhatch masterplan feasibility study and develop the scheme up to submission of the planning application.
2. Approves £500,000 of capital funding from existing pipeline allocations for preconstruction services from a preferred contractor to provide cost, buildability, logistics and programming advice for the development as a whole and to inform the feasibility study.
3. In addition, approves the use of £300,000 from the Feasibility Fund to progress feasibility work for key worker housing and explore opportunities for further services provision.
4. Agrees that requests to release further pipeline capital funding to enable critical early works orders, are proposed through the monthly budget monitoring reports to Cabinet for approval. Further approval(s) will be required for subsequent stages of the design and main contract works. This will require additional capital programme funds and will be brought to Cabinet for approval.

REASON FOR RECOMMENDATIONS:

By approving this recommendation Surrey County Council (SCC) will;

- Reduce its future maintenance liability and replace the existing Reigate Priory School site, which is no longer fit for purpose, with a brand new 600-place junior school.
- Make an essential contribution towards the Council's strategic objective to expand affordable Extra Care Housing provision by 2030.
- Support the 2020-2025 Reigate and Banstead Housing Delivery Strategy to secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size of housing.

DETAILS:

Business Case

1. The Woodhatch masterplan seeks to align with the place and economic growth principles of the Surrey County Council's Asset and Place Strategy to enhance and utilise the assets the Council owns. The feasibility proposals will explore the opportunity to revitalise public spaces, enhance community involvement and re-use buildings and land for reinvestment and growth.
2. This paper follows on from the business cases set out in the following Cabinet papers;
 - **Extra Care Housing** - Adult Social Care's (ASC) Accommodation with Care and Support Strategy for delivering Extra Care Housing for older persons and Independent Living schemes for adults with a learning disability and/or autism, July 2019.
 - **Reigate Priory Junior School** - April 2020 'Acquisition of an office property in Reigate' Cabinet report.

and should be read in conjunction with the Extra Care Housing Programme paper, which is also being submitted to the February 2021 Cabinet meeting.

Relocation of Reigate Priory Junior School

3. SCC has a statutory duty, under sections 13 and 14 of the Education Act 1996, to promote high standards of education and fair access to education, including securing enough school places. To fulfil this duty, it is imperative to ensure the sustainability of Reigate Priory Junior School.
4. The masterplan feasibility will develop the design of the new replacement school, with dedicated sports facilities, located approximately 1 mile away from the existing school, all within a site that is visually and ecologically rich and will be enhanced both on and off site to support the wellbeing of the wider community that it serves.
5. The relocation of Reigate Priory Junior School supports the Council's Community Vision for 2030 by securing the future of this outstanding education facility within the local community.

Extra Care Housing

6. ASC have identified that Reigate is an area of need for affordable extra care provision. This is in line with the Cabinet paper approved in July 2019 for the Accommodation with Care Support Strategy for Older People and Independent Living Schemes for Adults. This paper sets out the strategic need for SCC to expand affordable extra care provision by 2030.
7. Following consultation with SCC, ASC established that Supported Independent Living was not suitable for the Woodhatch site due to existing local provision.
8. The site is determined suitable for Extra Care Housing (ECH) and has been identified in the current Extra Care Housing – Capital Delivery paper as one of eight sites proposed to support the Council's Community Vision for 2030, by allowing people to live independently.
9. The development of Extra Care Housing across SCC will represent a substantial contribution towards the Council's strategic objective to expand affordable Extra Care Housing provision by 2030. This is in line with a previous statement made in the Cabinet Paper on 27 October 2020.

Key Working Housing

10. The April 2020 Cabinet paper for the Reigate site acquisition identified potential future development options to support revenue income or additional capital receipts in the form of:
 - additional service needs supporting Dementia Care accommodation
 - Supported Independent Living accommodation
 - open market housing
 - intermediate housing tenures
11. Further to the decision that the Woodhatch site would be unsuitable for Supported Independent Living accommodation, this presents an opportunity to explore the delivery of Key Worker housing.

12. The Reigate and Banstead 2020-2025 Housing Delivery Strategy sets out the factors contributing to the borough's considerable housing challenge, including house purchase affordability.
13. The masterplan feasibility for the Woodhatch site enables SCC to explore this opportunity in line with Reigate and Banstead Borough Council's (RBBC) objective to utilise Council assets to deliver additional affordable housing within the borough.
14. The Woodhatch site falls within an urban area of Reigate. The delivery of Key Worker housing on the site aligns with the borough's Core Strategy as an 'urban areas first' strategy.
15. The masterplan feasibility will develop the design of the masterplan proposals sufficiently to submit planning applications for the development and inform cost and programme. Further approvals will need to be sought for these stages.
16. Pre-application engagement, stakeholder group, member and community consultation will be carried out to develop the site proposals ahead of planning submission.

IMPLICATIONS OF NOT UNDERTAKING THE PROJECT AND ALTERNATIVE OPTIONS CONSIDERED

Refer to options table on next page.

	Options					
	1		2		3	
	Do nothing		Acquire new assets / sites for delivery of the proposed accommodation		Deliver all proposed accommodation at Woodhatch (Recommended)	
Project	Pros	Cons	Pros	Cons	Pros	Cons
School Page 115		Unable to meet service need	Previous site searches carried out within a 2-mile radius identified Woodhatch as the leading solution deliverable within a reasonable timescale, subject to planning and delivery risks		Opportunity to deliver freehold assets and release existing leasehold maintenance obligations	Public consultation requirements
		Unable to satisfy statutory duty under sections 13 and 14 of the Education Act 1996			Deliver the Asset and Place Strategy	Maintaining Woodhatch Civic Heart services during construction
		Significant maintenance liabilities / financial burden			Deliver on the Council's Community Vision 2030	Potential for planning challenges for Extra Care and Key Worker Housing
Extra Care Housing	Not an option - does not align with the Surrey Vision for ASC		Potential additional flexibility to acquire a site in an equally suitable or preferred location	Lost opportunity to deliver the asset and place strategy and potentially provide co-location of services and maximise asset value	Capital Delivery Team resourced to deliver the programme	
			Opportunity for alternative development/uses at Woodhatch e.g. other service provision, office car park extension, ecological habitat enhancement and tree planting	Significant capital investment required to acquire the accommodation and increase number of assets and therefore	Delivers Green agenda through reduced carbon emissions with new construction methodology	

Options						
1		2			3	
Do nothing		Acquire new assets / sites for delivery of the proposed accommodation			Deliver all proposed accommodation at Woodhatch (Recommended)	
Project	Pros	Cons	Pros	Cons	Pros	Cons
Page 116				running/maintenance costs		
				Abortive work for the site identification exercise carried out to inform the Extra Care Housing Cabinet Paper approved on 28 October 2020	Reduces energy poverty by providing accommodation in energy efficient buildings	
Key Worker Housing	Opportunity for alternative development/uses at Woodhatch e.g. other service provision, office car park extension, ecological habitat enhancement and tree planting	Site remains in its natural state and managed by the landscaping team. Due to its levels and make up, the northern parcel of the site does not lend itself to recreational use other than a perimeter walking trail which requires maintenance to re-establish the route	Opportunity for alternative development/uses at Woodhatch e.g. other service provision, office car park extension, ecological habitat enhancement and tree planting	Significant capital investment required to acquire the accommodation and increase number of assets and therefore running/maintenance costs	Delivery timescales	

	Options					
	1		2		3	
	Do nothing		Acquire new assets / sites for delivery of the proposed accommodation		Deliver all proposed accommodation at Woodhatch (Recommended)	
Project	Pros	Cons	Pros	Cons	Pros	Cons
		Missed opportunity to support RBBC affordable housing delivery target and generate new revenue stream		Site remains in its natural state and managed by the landscaping team. Due to its levels and make up, the northern parcel of the site does not lend itself to recreational use other than a perimeter walking trail which requires maintenance to re-establish the route		

CONSULTATION:

17. The consultation for this proposal builds on the previous discussions and papers that have been prepared during the lifespans of the school and Extra Care Housing programme, as outlined in the respective April 2020 and July 2019 Cabinet reports.
18. Relevant teams within Land and Property, Children's, Families and Learning and Adult Social Care directorates have been consulted and had input into the development proposals. Representatives from each of the relevant teams will continue to have input into the identified projects and subsequent phasing of the works.
19. Initial pre-application engagement was carried out with SCC Reg 3 Planners in November 2020.
20. The Department for Education was re-consulted on proposals to address the school location in December 2020.
21. Once the masterplan layout is finalised, SCC will re-commence engagement with necessary parties, including those set out in the agreed governance structure.
22. In the case of the school and Extra Care Housing developments, key staff will be consulted on scheme and design implications as each project develops through the detailed design stage ahead of contract award.
23. The initial masterplan proposals have been shared with the Corporate Leadership Team (CLT), Cllr Mel Few, Cllr Sinead Mooney, Cllr Mary Lewis, Rachael Wardell – Executive Director for Children, Families & Learning, and Liz Mills - Director for Education, Learning & Culture.
24. Formal consultation will be completed in the next stage of the masterplan's development as necessary and following approval to proceed.

RISK MANAGEMENT AND IMPLICATIONS:

25. The below table summarises the key masterplan project risks at this stage.

Key Risks and Mitigation Summary			
	Risk Description	RAG	Mitigation Action/Strategy
1	Site constraints – Ecology, Tree Preservation Orders (TPOs), levels, abnormals restrict scheme proposals and / or impact costs.		<ul style="list-style-type: none"> • Initial surveys undertaken to establish ecology impacts. Further site surveys / investigations ongoing. • Project Management and Cost Consultant to be appointed to manage overall masterplan development.
2	Protected Species (bats, badgers and slow worms) identified on site. Design, programme and cost impact.		<ul style="list-style-type: none"> • Ecology reports and sensitives analysis undertaken to identify next steps to mitigate development impacts on both species and habitats, both on and off site. Masterplan layout proposals adjusted as a result.
3	Failure to obtain Planning approval – Impacts of site designations (Urban Open Space policy, locally designated Historic Park and		<ul style="list-style-type: none"> • Planning, Heritage and Landscape consultants form part of the existing professional design team appointments for the masterplan feasibility, to undertake

Key Risks and Mitigation Summary			
	Risk Description	RAG	Mitigation Action/Strategy
	Garden, locally listed lodge) on design.		<p>the necessary assessments and inform the overall design which is sympathetic and mitigates any potential harm to heritage assets.</p> <ul style="list-style-type: none"> • Early discussions and involvement of SCC Reg3 & RBBC Planning officers commenced Nov-Dec 2020. • Service-led statements of need being developed for each use. • Communications consultant appointed to manage stakeholder and community planning engagement process.
4	Procurement		<ul style="list-style-type: none"> • Via established frameworks, using robust Invitation to Tender (ITT) assessment and evaluation criteria to secure appropriately skilled consultants/contractors with relevant experience.
5	Programme		<ul style="list-style-type: none"> • Enabling works proposed (site clearance, spoil removal, services and haul roads) to de-risk delays to start on site. • Timely management of deliverables and client approvals to maintain critical path. • Project Management and Cost Consultant to be appointed to manage overall masterplan development and site coordination.
6	Reputational – Communications and approvals		Clear and precise project plan include key dates and deliverables communicated regularly with partners, members and services. Communications consultant appointed to develop communication strategy.
7	Change in laws/governance e.g. health and safety, Brexit, elections		Project team and stakeholders to keep up to date on all legal matters and forward plan.
8	Lack of defined service strategies and service requirements		Client Account Managers working with services and partners to define strategies, service needs and project brief.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

26. The cost of the proposed feasibility works is estimated at £3.0m and are detailed in the Part 2 paper as part of the stage 2 Cabinet approval.
27. Orders for essential services and execution of construction works may be required during the feasibility period to maintain the programme, maximise value for money and carry out enabling works. It is proposed that requests to release further pipeline capital funding to enable such works, are included in the monthly budget monitoring reports to Cabinet for approval. These potential costs are for construction related activities and will be subject to Cabinet approval, following a recommendation to the Capital Programme Panel and the identification of an appropriate source of funding.

SUMMARY OF BENEFITS

28. The masterplan development will enable SCC to:

- School – Provide a brand new 600 place junior school, with dedicated sports facilities, to replace an existing site no longer fit for purpose.
- Extra Care Housing – Achieve the Council’s objective of ‘better outcomes for residents by tackling health inequality’ through developing service needs accommodation in line with existing approved strategies, whilst reducing revenue expenditure on care homes places.
- Key Worker Housing – Deliver additional affordable housing or intermediate housing tenures to support revenue income and improved quality housing stock at affordable rents for residents.
- Generally – Create a flagship sustainable development through buildings that are fit for purpose, environmentally sustainable, energy efficient and incorporate renewables to support the Council’s Climate Change Strategy to achieve the goal of net zero carbon by 2050. All within a site that is visually and ecologically rich and will be enhanced both on and off site to support the wellbeing of the wider community that it serves.

SECTION 151 OFFICER COMMENTARY

29. Although significant progress has been made over the last 12 months to improve the Council’s financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, the 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.
30. As such, the Section 151 Officer supports the proposal to fund the investment required to complete the feasibility study and design stages to achieve planning and progress the intentions for the Woodhatch site supported by Cabinet in April 2020. These proposals enable efficiencies which are built into the Medium-Term Financial Strategy.
31. Further approvals will be sought to transfer existing pipeline allocations into the Capital Programme to enable project delivery, once more detailed costing and financial modelling has been undertaken, based on the outcomes of these further feasibility and design stages.
32. Any costs which become abortive as a result of schemes not progressing to delivery, will need to be funded from revenue resources.

LEGAL IMPLICATIONS – MONITORING OFFICER

33. This paper seeks approval for Capital Programme funding for the appointment of consultants to complete the Woodhatch masterplan feasibility study and to develop the scheme up to the stage of submitting planning application(s).
34. The Council has the power to pursue the proposals set out in this paper, namely the relocation of Reigate Priory Junior School, provision for Extra Care Housing and Key Worker Housing at the site. At this stage there are no legal implications to advise on. However, as detailed plans are formulated in respect of each of the proposals it will be necessary to consider any legal implications further.

35. Cabinet is under fiduciary duties to local residents in utilising public monies. In considering this paper and the recommendations for approval, Cabinet Members will want to satisfy themselves that it represents an appropriate use of the Council's resources and that adequate safeguards have been included.

EQUALITIES AND DIVERSITY

36. It is anticipated that Woodhatch master planning will have a positive effect on Surrey residents, through improved delivery of services. In particular, it is expected to have a positive impact on people with the protected characteristics of disability and age, as it is increasing the provision of services for these people in this geographical area.
37. An Equality Impact Assessment was carried out as part of the Accommodation with Care and Support Strategy paper in June 2019. The following beneficial impacts were identified:
- Flexible care and support services that are self-sustaining and value for money
 - Improved experience and outcomes for the individual
 - Individuals will be able to live with specialist care and support near their families and networks in Surrey
 - Reduce fuel poverty by providing suitable accommodation.
38. Woodhatch master planning is expected to mainly impact on the South East geographical area of Surrey. As the plans for the site are developed, it is anticipated that this will be in consultation with any effected groups in order to remove barriers identified by the EIA or better advance equality.

OTHER IMPLICATIONS:

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

Area assessed:	Direct Implications:
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report
Corporate Parenting/Looked After Children	No significant implications arising from this report
Environmental sustainability	Set out below
Public Health	No significant implications arising from this report

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

40. An Environmental Sustainability Assessment (ESA) is required, as the subject matter requires a Cabinet decision and the primary subject matter relates to property development proposals.

41. Protected Species – bats, badgers and slow worms identified on site. Ecology reports and sensitives analysis have been undertaken to identify next steps to mitigate development impacts on both species and habitats, both on and off site.
42. Urban Open Space policy and locally-designated Historic Park and Garden – Planning, Heritage and Landscape consultants form part of the professional design team appointments proposed as part of the masterplan feasibility to undertake the necessary assessments and inform the overall design and mitigate any potential harm on heritage assets.
43. The ambition for the site is to create a flagship sustainable development supporting the Greener Futures Agenda, which seeks to address key issues such as fuel poverty. Initial engagement with Ecology and Arboricultural colleagues has commenced. This will be developed as part of the feasibility design and planning submission.

WHAT HAPPENS NEXT:

44. Should Cabinet approve this business case the next steps will be:
- Feasibility Study, Service Sign Off / stakeholder consultations and preparation of planning applications (January 21 – June 21)
 - Planning applications:
 - i. Enabling works (July 21 – August 21)
 - ii. Hybrid (July 21 – November 21)
 - Building contractor tender to market and award (February 21 – May 21)
 - Commence enabling works; pending planning approval (May 22)
 - Main Contract Commencement (August 22)
 - Anticipated operational building end user / resident occupation:
 - i. School (September 23)
 - ii. Extra Care (December 23)
 - iii. Key Worker (December 23)

Anticipated future decisions - Delivery

- Cabinet approval – Capital delivery (December 21)

Contact Officers:

Anthony Wybrow, Assistant Director for Capital Delivery – 07929 824862
 Pasqualina Puglisi, Contract Manager - 07815 987 424

Consulted:

Adult Social Care- Peter Walsh, John Woodroffe
 Education - Philip Roche, Lisa Way
 Legal Services – Kate Patel

Annexes:

Annex 1 – Indicative Programme

Part 2 Report

Sources/background papers:

- Report to Cabinet: Acquisition of an office property in Reigate, April 2020
- Report to Cabinet: Adult Social Care's (ASC) Accommodation with Care and Support Strategy for delivering Extra Care Housing for older persons and Independent Living schemes for adults with a learning disability and/or autism, July 2019
- RBBC Housing Delivery Strategy 2020 – 2025
- RBBC Local Plan and Development Management Plan 2019.

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Annex 1 – Indicative Programme

ID	Task Name	Duration	Start	01 November	11 March	21 July	01 December	11 April	21 August	01 January	11 May	21 September	01 February													
				27/07	28/09	30/11	01/02	05/04	07/06	09/08	11/10	13/12	14/02	18/04	20/06	22/08	24/10	26/12	27/02	01/05	03/07	04/09	06/11	08/01		
1	Woodhatch Masterplan	760 days	Wed 13/01/21	[Gantt bar from 13/01/21 to 05/11/23]																						
2	Feasibility Study & Planning Application Preparation	6 mons	Wed 13/01/21	[Gantt bar from 13/01/21 to 07/06/21]																						
3	Enabling Works Planning Application	2 mons	Wed 30/06/21	[Gantt bar from 30/06/21 to 07/06/21]																						
4	Hybrid Planning Application	6 mons	Wed 30/06/21	[Gantt bar from 30/06/21 to 14/02/22]																						
5	Contractor ITT & Appointment	4 mons	Fri 26/02/21	[Gantt bar from 26/02/21 to 07/06/21]																						
6	Design Development & Main Contract Award	11 mons	Fri 18/06/21	[Gantt bar from 18/06/21 to 14/02/22]																						
7	On Site Enabling Works	4 mons	Wed 04/05/22	[Gantt bar from 04/05/22 to 20/06/22]																						
8	Main Contract Works	320 days	Wed 24/08/22	[Gantt bar from 24/08/22 to 05/09/23]																						
9	School	13 mons	Wed 24/08/22	[Gantt bar from 24/08/22 to 05/09/23]																						
10	Housing Elements	16 mons	Wed 24/08/22	[Gantt bar from 24/08/22 to 12/12/23]																						
11	School Occupation	0 days	Tue 05/09/23	[Milestone diamond at 05/09/23]																						
12	Housing Occupation	0 days	Tue 12/12/23	[Milestone diamond at 12/12/23]																						

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SURREY COUNTY COUNCIL**DATE: 23 FEBRUARY 2021**

REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL
MRS SINEAD MOONEY, CABINET MEMBER FOR ADULT SOCIAL CARE, PUBLIC HEALTH AND DOMESTIC ABUSE

LEAD OFFICER: SIMON WHITE, EXECUTIVE DIRECTOR FOR ADULT SOCIAL CARE**SUBJECT: EXTRA CARE HOUSING – CAPITAL DELIVERY**

ORGANISATION Tackling Health Inequality / Empowering communities
STRATEGY
PRIORITY AREA:

SUMMARY OF ISSUE:

A paper was presented to Cabinet in July 2019 setting out Adult Social Care's (ASC) Accommodation with Care and Support Strategy for delivering Extra Care Housing for older persons. Our strategy is to deliver 725 units of affordable Extra Care Housing by 2030. The delivery of this strategy will enable residents to access the right health and social care at the right time and in the right place by offering residents high quality specialist housing that helps them remain independent for as long as possible. Our commitment is to ensure that nobody is left behind.

Five sites have been previously approved by Cabinet for delivery through Design, Build, Finance and Operate tenders (DBFO), to achieve 310 units of affordable Extra Care Housing. In October 2019 Cabinet approved the former Pond Meadow school site, the former Pinehurst Resource Centre and the former Brockhurst Care Home on 21 July 2020 and on 28 October 2020 Salisbury Rd, Epsom and Lakeside in Frimley. The tender for Extra Care Housing at the former Pond Meadow school site has been completed and the council is in the process of awarding contract. The tenders for Extra Care Housing at the remaining sites will be published in 2021.

This report focuses on future sites which will provide the opportunity to deliver a further 415 units of affordable Extra Care Housing across several locations in Surrey. It seeks in-principle approval to prioritise these sites for the development Extra Care Housing and to take forward the necessary feasibility work as set out in point 12 of the report allowing these sites, subject to final cabinet approval, to progress to construction and delivery stage as swiftly as possible. Approval of these additional sites will mean that alongside sites already approved the Council will have plans in place to deliver its commitment of at least 725 affordable units. The in-principle approval of these sites is therefore integral to supporting the delivery of the Council's Accommodation with Care and Support Strategy.

RECOMMENDATIONS:

Cabinet are asked to approve:

1. Capital funding of £3m (Excl. VAT) for associated activities across eight sites to develop the 415 units of Extra Care Housing to the point of achieving planning approval

while enabling market delivery engagement to be determined in preparation for full capital Cabinet approval at the next stage.

2. Give in-principle approval for the sites listed in Part 2 to be used for Extra Care Housing accommodation. Business cases will be presented to Cabinet to confirm final approval for the development of these sites for Extra Care Housing.

REASON FOR RECOMMENDATIONS:

In addition to the eight sites identified, the development of Extra Care Housing set out in this paper along with the five previously approved sites will realise the Council's strategic objective to expand affordable Extra Care Housing provision by 2030.

Capital funding of £3m is requested to undertake all preliminary design and associated surveys and investigations to demonstrate the viability of the new growth Extra Care Housing sites, seek pre-Application planning advice and undertake detailed cost planning, procure contractors and secure planning approval. Contractors will be engaged in early works to design out risk and ensure buildability and deliverability and once appointed to complete the detailed designs.

Following feasibility work further cabinet approval will be sought for the delivery of these sites and capital investment needed as set out the business cases for each site.

DETAILS:

Background on the sites

1. The location of the sites owned by the Council, and intended to be used for Extra Care Housing developments are as follows:
 - Reigate
 - Banstead
 - Redhill
 - Godalming
 - Farnham
 - Cobham (1)
 - Cobham (2)
 - Walton

Eight locations have been identified of which four of these sites have been subject to internal review by key stakeholders. The remainder are under review. It is important to note that no significant expenditure will be spent on them prior the conclusion of internal review by key stakeholders.

Although the in-principle approval of these sites in combination with previously agreed sites can realise the councils commitment of delivering 725 units of affordable Extra Care Housing by 2030 there will be further work to identify additional sites so that the council is well placed to respond to any changes in need and demand which will kept under regular review.

Key assumptions for Extra Care Housing developments

2. Initial feasibility sketches based on planning feedback and a review of the local area shows that the additional sites identified in this report could provide 415 units of affordable Extra Care Housing depending upon design and planning permission. This

would mean that plans are put in place to secure the delivery of remaining 415 units (57%) of the Council's strategic ambition for Extra Care Housing developments which was to deliver at least 725 units of affordable Extra Care Housing.

3. The Council's focus is on developing Extra Care Housing schemes that deliver affordable units for individuals with eligible ASC needs that the Council is required to support. As such, the Council's default approach is to develop 100% affordable schemes whereby the Council has nomination rights for all of the units.

IMPLICATIONS OF NOT UNDERTAKING THE PROJECT AND ALTERNATIVE OPTIONS CONSIDERED

OPTION 1 – RECOMMENDED APPROACH: PROGRESS SCHEMES UP TO SUBMISSION OF A FULL PLANNING APPLICATION FOR THE SITES IDENTIFIED TO DELIVER THE REMAINING UNITS OF THE ACCOMODATION WITH CARE AND SUPPORT STRATEGY.

Recognised strengths of this approach are as follows:

- i. Identification and approval of sites enables the release of assets for alternative use to meet the local Extra Care Housing requirements.
- ii. Information will be developed into a sufficient level of detail to test the finance model.
- iii. The procurement and appointment of a team of consultants to undertake all preliminary due diligence to de-risk the developments, design and associated surveys and investigations to accelerate the Extra Care Housing Programme, seek pre-Application planning advice and undertake detailed cost planning to inform the final site approvals delivery business cases for Cabinet to agree and inform the Invitation To Tender (ITT).
- iv. Test the market to assess prospective bidder's appetite for programme in its entirety and identify early on responses to enquiries.
- v. Design development to inform the development of buildings that are environmentally more sustainable in line with Surrey Climate Strategy while addressing the issues of fuel poverty for ASC.
- vi. Buildings are designed with input from ASC Commissioners as to best practice for future proofing and flexibility addressing the needs of the residents as they change.

OPTION 2 – DO NOTHING: CONSIDERED BUT NOT THE RECOMMENDED OPTION FOR THESE SITES

The challenges and limitations for this option are as follows:

- i. Do nothing is not an option as it does not align with the Surrey Vision for Adult and Social Care going forward.

CONSULTATION:

4. The consultation for this proposal builds on the previous discussions that have occurred during the lifespan of this programme, as outlined in previous Cabinet reports and the Council will continue to actively engage with Districts and Borough Councils at an early stage on the proposals for the sites.
5. To support this engagement with councillors and the District and Boroughs the programme governance for the delivery of Extra Care Housing includes a Member Stakeholder Group allowing for input to and oversight of delivery plans at an early stage.

6. Further consultation for the sites which are the subject of this report will take place alongside design development and feasibility studies. In these meetings the Council will share the proposed use for the sites with colleagues in the District and Borough Councils. This will provide the District and Borough Councils with an opportunity to share any feedback or raise any considerations that they may have on planning or development at this early stage.
7. We will work closely in partnership as the plans develop and will endeavour to deliver a solution that is beneficial to residents, the Council and the District and Borough Councils.
8. By offering this opportunity to the market, the Council will support the economic recovery both locally and nationally to the Covid-19 crisis.

RISK MANAGEMENT AND IMPLICATIONS:

9. There are a range of risks that have been identified including strategic, operational and technical risks.
10. Strategic risks include the Medium-Term Financial Strategy (MTFS) assumptions linked to the delivery of Extra Care Housing not being able to progress sites in a timely way or not at all should the feasibility work identify significant barriers to successful delivery. The recommendations in this report seek to directly respond to this by progressing at pace feasibility work to enable a strategic programme for delivery to be agreed.
11. Operational risks include the need to ensure that each scheme is designed with flexibility in mind to meet service and corporate needs and ensure longer term viability and flexibility of use should strategic priorities change. Through the robust programme and project governance in place all service and corporate needs will be considered throughout the feasibility work.
12. Technical risks include a wide range of matters that may mean sites are subject to certain constraints. A robust range of mitigating actions have been designed into the feasibility work to identify, understand and address these risks including:
 - a. An extensive series of due diligence site surveys and investigations are being undertaken directly by the council which in parallel with early designs and cost planning. These will determine whether the remaining sites are suitable for the planned development and represent value for money. Additional risks such as levels, soil contaminants, demolition, asbestos, existing services, ecology/wildlife, tree surveys/Tree Presentation Orders (TPO's) etc. are taken into account to sustainably manage local ecology in accordance with the natural environment of the local community. Early works will be undertaken where possible to address abnormal site conditions and speed up the delivery process
13. Risk that planning permission will be refused – mitigating actions being taken:
 - a. A planning consultant will be appointed alongside the designers to lead the pre-application discussions before any application for planning consent is made;

- b. Engage with the local community to understand local concerns and to shape plans e.g. closer working with residents and community groups;
- c. Consider the close proximity of the neighbouring building and design a scheme which is complementary to its surroundings;
- d. The Council's Legal Team are currently undertaking Title investigations to ensure that any restrictive covenants do not prohibit or significantly inhibit the development of the sites for the Extra Care Housing.

14. Throughout the process there will be ongoing review and assessment of any financial risk and the schemes will be developed in the most efficient way in relation to design and construction being cognisant of achieving value for money.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

15. Our intention is to undertake:

- i. Feasibility studies and concept design to RIBA Plan of Work 2020 stage 2.
- ii. Complete already commissioned surveys, site investigations and planning / environmental / legal reports.
- iii. Complete the Demolition of existing structures on the identified sites, address and assess site abnormal conditions and associated enabling works on site.
- iv. Complete the Pre-Application consultations and Planning Applications.
- v. Through collaboration between ASC and the Consultant design team compile Employer's Requirements (the basis of the ITT) in preparation for tendering the schemes to the market.
- vi. Preparation of the necessary documentation to enable a competitive Tender process for suppliers and early contractor involvement.

16. The scheme will be designed to take into account environmental impacts, sustainability and ongoing life cycle costs which will support the Greener Futures agenda.

17. The requested £3m will be released from existing Pipeline capital allocations for Extra Care and is based on estimated costs of fees, surveys, planning applications and other due diligence of c£375k per site.

18. If any of the sites are not progressed for Extra Care, any costs incurred in relation to these sites will need to be funded from revenue budgets. Such costs are not budgeted for in the Medium-Term Financial Strategy and will result in a pressure on revenue resources. In order to mitigate against this risk, only limited expenditure will be incurred prior to sign off of the sites as appropriate.

DETAILED FINANCIAL MODELLING & EFFICIENCY SAVINGS

19. This will form part of the final cabinet paper requesting full approval for the strategic delivery of the Extra Care Housing programme following the detailed feasibility stage.

CAPITAL COST PROFILE AND FUNDING

20. This will form part of the final cabinet paper requesting full approval for the delivery of the Extra Care Housing Programme following the detailed feasibility stage.

SUMMARY OF BENEFITS

21. These are the likely benefits that will arise from increasing the availability of affordable Extra Care Housing:
- a. Improved quality of housing stock with affordable rents.
 - b. We will be better placed to tackle health inequality through improved outcomes for Surrey residents;
 - c. Fit for purpose, suitably designed spaces for older people;
 - d. Delivery of services and accommodation to support individuals to live independently for longer in their local communities;
 - e. Supports and empowers communities through providing safe spaces;
 - f. Cross partner working and opportunity for new partnerships;
 - g. Improve efficiencies and effectiveness;
 - h. Flexible accommodation to meet future demand and local needs;
 - i. Reduction in ongoing revenue costs to ASC budget through offering an alternative to higher cost residential care.
 - j. Income generation from utilisation of assets;
 - k. Release of assets for alternative service use and reduction in service revenue costs;
 - l. Improved outcomes for Surrey residents in line with the Council's Accommodation with Care and Support Strategy for 2030.

SECTION 151 OFFICER COMMENTARY

22. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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.
23. As such, the Section 151 Officer supports works required to further progress the development of these identified sites for Extra Care. Funding is contained within the approved Pipeline Capital Programme. Once complete, further detailed financial modelling is required for each site, or group of sites, to determine the delivery approach. Further approval will be sought from Cabinet to progress these works beyond this initial feasibility.

LEGAL IMPLICATIONS – MONITORING OFFICER

24. The Council, subject to Cabinet approval, intends to deliver Extra Care Housing through the use of identified sites.
25. The Council is empowered under legislation to acquire, dispose of, develop and redevelop land which will facilitate delivery of the Extra Care Housing. For the purposes of this report, the identified sites are owned by the Council.
26. Under Section 2(1) of the Local Authorities (Land) Act 1963 a local authority has extensive development powers and may, for the benefit or improvement of its area, erect, extend, alter or re-erect any building and construct or carry out works on land.

- 27. Depending on the proposals to expand and or redevelop the existing sites which have been identified, it will be necessary to adhere to statutory requirements such as planning consultations and to obtain any required consents that may apply to each of the sites.
- 28. At this stage, Cabinet is asked to approve capital funding of £3m excluding VAT to enable work to progress up to the stage of obtaining planning approval for each of the sites. As site specific details become available, it will be necessary to consider the applicable legislation and regulations for each site and any (further) consultations that may be required.

EQUALITIES AND DIVERSITY

- 29. An Equality Impact Assessment (EIA) is included as Annex 1, examining areas of consideration for any implementation of the Accommodation with Care and Support Strategy. Identified impacts at this stage centre on improved resident experience and outcomes, more people remaining independent within their own homes for longer and further consideration needed of people's natural communities, recognising that communities do not necessarily fit with statutory boundaries.

OTHER IMPLICATIONS:

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

Area assessed:	Direct Implications:
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report
Environmental sustainability	Set out below
Public Health	Consistent with the EIA there is a positive Public Health impact that can be achieved through the delivery of the Accommodation with Care and Support Strategy and therefore the approvals being sought in this report will help tackle health inequalities.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

- 31. In line with the Council's Climate Change Strategy and Government's Future Homes Standard, the Council will work with the development and housing management strategic partner(s) to ensure that design principles and build provide, at minimum, a 31% CO2 reduction when compared to current building regulations.
- 32. Providers will be asked to take the following approach when producing methodology on how they will reduce CO2:
 - a. Be Lean – Fabric first
 - b. Be Clean – Efficient energy supply
 - c. Be Green – Low Zero Carbon/Renewables

- 13
33. Any potential development consultants and contractors will have to outline within in their submissions on how they will achieve a reduction in CO2 emissions through design and building operations. This will be built into the method statement questions and weighting criteria in the tender evaluation.

WHAT HAPPENS NEXT:

- Commence feasibility studies and concept design to RIBA Plan of Work 2020 stage 2.
- Complete already commissioned surveys, site investigations and planning / environmental / legal reports.
- Investigate alternative sources of funding for Extra Care Housing.
- Complete the demolition of existing structures and associated enabling works on site.
- Communications – early engagement with key stakeholders will be scheduled prior to the commencement of works on sites.
- Complete the Pre-Application consultations and Planning Applications.
- Preparation of Employer’s Requirements.
- Preparation of the necessary documentation to enable a competitive Tender process for suppliers and early contractor involvement.

Contact Officer:

Elaine McKenna, Contract Manager, 07368126653

Consulted:

Peter Walsh/Jonathan Lillistone

Annexes:

Annex 1 – EIA: Accommodation with Care Strategy – Extra Care

Annex 2 – Adult Social Care Cabinet Paper 16 July 2019:

Adult Social Care Accommodation with Care and Support Strategy for delivering Extra Care Housing for older persons and Independent Living schemes for adults with a learning disability and/or autism, July 2019.

Part 2 report

Sources/background papers:

- Built Environment Carbon Reduction Target Evaluation, August 2020 (*DRAFT*)
- [Community Vision for Surrey in 2030](#)

EIA Title	Accommodation with Care Strategy – Extra Care			
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>Now and in the coming years, Surrey County Council (SCC) faces unprecedented financial challenges in meeting care and support needs in Surrey. This is compounded by the demographic challenges and fragile provider market. The accommodation with care and support programme has been set up to respond to some of these challenges.</p> <p>The overall aim of the extra care element of the Accommodation with Care and Support Strategy (as set out in the SCC Cabinet report of 16 July 2019) is to address the current limited availability of extra care units in the county.</p> <p>Extra care (also known as “assisted living” when focused on the private market) is a particular housing model which focuses mainly on older people, and offers accessible and adaptable housing (under rental, shared ownership or leasehold arrangements) alongside formalised care services which can meet a range of needs on site and respond to care emergencies 24 hours a day, 7 days a week. Through a range of delivery approaches, ranging from SCC controlled delivery, tender processes and indirect support to appropriate private planning proposals, SCC aims to achieve the equivalent of 25 extra care units per 1,000 of Surrey’s 75+ population by the end of the decade.</p>
<p>Why does this EIA need to be completed?</p>	<p>The development and operation of new extra care capacity through the Accommodation with Care Strategy will involve changes to policies and functions amongst operational staff, and present new services to people living in Surrey, their carers and relatives.</p> <p>This EIA helps us to build up a profile of the existing users of extra care in Surrey, and from this profile consider how both current and future users of extra care may be affected by the extra care element of the Accommodation with Care Strategy.</p> <p>The anticipated impacts will be assessed with regard to those with protected characteristics, as identified under the Equality Act 2010. This is to identify actions to, where possible, mitigate any potential negative impacts, maximise positive impacts associated with the extra care programme and break down barriers to accessing these services.</p>

<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • Future users of publicly funded housing and support at extra care settings in Surrey, their relatives and carers 			
<p>How does your service proposal support the outcomes in the Community Vision for Surrey 2030?</p>	<p>The delivery of high quality, sustainable care and support to vulnerable adults is vital for SCC to deliver the Community Vision for 2030.</p> <p>The overarching Accommodation with Care and Support Strategy, of which extra care housing delivery is a part, is focused on enabling people to access the right health and social care at the right time in the right place through the delivery of the most suitable accommodation with care and support for Surrey residents.</p> <p>Extra care will support the Community Vision for Surrey 2030 by addressing a gap in specialist accommodation provision for older people, which will offer appropriately designed, accessible and adaptable housing together with communal facilities and formalised care services on site. In so doing it will support the help to make Surrey a place where older people can “live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.”</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>In order to identify the impacts of the proposals, a snapshot has been taken of residents of extra care known to Surrey County Council as at 4 September 2020.</p> <p>As extra care as a housing with care model is primarily focused on older people (i.e. people aged 65 or over) wider indicators of need associated with older people in general will be examined alongside the snapshot data.</p> <p>It is clear from national studies (primarily led by the Housing LIN) that extra care settings can offer a long-term solution with regard to housing and care for older people where, due to disability or frailty, maintaining independence in mainstream housing settings is proving difficult. Studies have demonstrated that individuals living in extra care accommodation have better health and wellbeing outcomes when compared with others with similar needs in more restrictive care settings like residential and nursing care homes. Analysis conducted by Surrey County Council of care journeys experienced people living in extra care settings bears this out, and it is recognised that people are more likely to remain independently at their home for longer in these settings, with fewer admissions to hospital and at a reduced risk of care home admission, to equivalent populations living in mainstream accommodation.</p> <p>Other evidence gathered to inform this Equality Impact Assessment included:</p> <ul style="list-style-type: none"> • Projecting Older People Population Information System (POPPI) • NHS website on conditions, stress, anxiety, depression and loneliness in older people • Data retrieved from LAS, as at 4 September 2020 • 2011 census • Office for National Statistics Annual Population Survey • Surrey-i • Surrey’s Joint Strategic Needs Assessment
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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 (no impacts)
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?

According to Projecting Older People Population Information System (POPPI), while Surrey's population aged 65 and over is set to increase in the coming years, the population aged 85 and over is expected to increase the most as a proportion:

	2020		2025		2030		2035	
	No.	% of 65+	No.	% of 65+	No.	% of 65+	No.	% of 65+
People aged 65-69	57,300	24.7%	63,700	25.3%	74,400	26.5%	75,500	24.5%
People aged 70-74	59,900	25.8%	53,800	21.3%	60,000	21.4%	70,300	22.9%
People aged 75-79	44,300	19.1%	54,900	21.8%	49,800	17.7%	55,900	18.2%
People aged 80-84	33,500	14.5%	38,200	15.2%	47,800	17.0%	44,100	14.3%
People aged 85-89	22,500	9.7%	25,000	9.9%	29,300	10.4%	37,400	12.2%
People aged 90 and over	14,300	6.2%	16,500	6.5%	19,700	7.0%	24,400	7.9%
Total population 65 and over	231,800	100.0%	252,100	100.0%	281,000	100.0%	307,600	100.0%

Source: www.poppi.gov.uk, as retrieved on 8 September 2020

In comparison, of the extra care residents known to Surrey County Council as at 4 September 2020, the largest proportion by age group at the settings is in the 85+ category, where acuity of care need and risk of emergency care is highest. Please see below:

Extra care setting	Average age	Up to 54	55-64	65-74	75-84	85+	Total
Aldwyn Place	75.6	2	2	3	6	5	18
Anvil Court	78.2	0	4	9	7	11	31
Beechwood Court	81.1	0	2	2	4	7	15
Brockhill	79.2	2	1	2	4	10	19
Chestnut Court	70.4	4	4	14	5	6	33
Dray Court	79.6	1	1	7	8	10	27
Falkner Court	80.9	0	0	2	4	2	8

Huntley House	89.9	0	0	1	3	15	19
Japonica Court	78.1	0	1	5	3	7	16
Mitchison Court	70.9	3	10	4	6	7	30
Riverside Court	85.6	0	2	0	2	9	13
Grand Total	77.8	12	27	49	52	89	229
		5.2%	11.8%	21.4%	22.7%	38.9%	100%

From the above it is clear that extra care’s key client group is the “oldest old”, with people aged 85 and over accounting for almost 40% of the snapshot in comparison to 16% of Surrey’s current population, and with an average age of 78. That said, as 38.4% of the 4 September snapshot are aged under 75, it is also evident that extra care can operate both as an appropriate setting to meet current needs, and as a proactive choice of long term living arrangement in anticipation of care needs developing with age.

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	
- Age restrictions may prevent some people, whose needs may best be met at an extra care setting, from being considered for referral	An age ‘cut off’ is used as a general guide for applications to extra care settings, as they are generally regarded as communities for people aged over 55 years of age or more.		The age of individuals is a key factor for nominations processes, where decisions are made on who may be offered an extra care tenancy. However, individuals under 55 years of age may be considered exceptionally on the basis of need and urgency, particularly where alternative settings are not regarded as suitable	Consideration will be made for people under the age restriction in partnership with local housing authorities and providers as part of an exceptions process in nominations decisions. Agreed approaches will therefore be factored into	The Extra Care Strategy Team and (once nominations processes are operational) social care Locality Team staff, in partnership with local housing authorities and extra care providers	

			nominations policies	
+ Older residents will have increased choice with more accommodation options available to meet their care needs.	The Council's ambition through the Accommodation with Care Strategy is to develop a range of housing options across the county. Extra care is an additional housing option primarily aimed at older people.	Ensure that an appropriate mix of accommodation is developed in local areas to cater for the range of needs experienced by older people.	This will be implemented as new extra care settings are developed across the county.	The Extra Care Strategy Team will lead on ensuring greater diversity of options is available county.
+ Flexible care that can adapt to individual needs, enabling older people to live in extra care settings for the rest of their lives with a lower risk of transfers elsewhere (e.g. residential care) due to care emergencies	Care packages can be better tailored to individual needs within extra care settings with the provision of shared emergency care and flexible personalised care. This will prevent the necessity for many individuals to move as their needs change, and minimise the risks of transfers elsewhere in response to a crisis.	The establishment of a flexible care and support commissioning offer to go alongside the provision of accommodation.	This will be implemented as new extra care settings are developed across the county.	The Extra Care Strategy Team
+ Accommodation that offers longevity with purpose-built buildings for older people that are fit for the future	SCC developments will be newly built to a design standard that meets the needs of an ageing population and enables future modification. SCC will work to ensure that any accommodation they develop is in the right location and will meet people's changing needs.	Clear design briefs for SCC developments, incorporating requirements for accessibility and adaptability, will be key to the tender documentation for SCC owned sites. Clear best practice expectations will also be developed and published for the independent sector and local authority planners, to assist with design documentation for planning applications.	This will be on-going as new housing options are delivered.	The Extra Care Strategy Team and Property Services.

<p>+ Older people will benefit from access to communal facilities on site and nearby facilities, which will help to reduce social isolation and loneliness</p>	<p>Older people are more likely than their younger counterparts to suffer from loneliness or social isolation, particularly if they live alone and reside in locations set away from communities. While this is widely researched as an issue, the NHS website states the following: https://www.nhs.uk/conditions/stress-anxiety-depression/loneliness-in-older-people/</p>	<p>Future extra care settings will feature an array of communal facilities, which will allow residents to regularly engage with each other and visitors, they will be set clearly in the heart of local communities with nearby transport routes.</p>	<p>This will be implemented as new extra care settings are developed across the county.</p>	<p>The Extra Care Strategy Team and Property Services.</p>
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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 Older People’s Commissioning programme – including the following areas of work:

- Review of the sourcing function for older people’s care and support, including eligibility and referral processes for extra care
- The recommissioning of home-based care, upon which planned care delivery on extra care sites will be monitored
- Technology Enabled Care (TEC) programme, including telecare and other assistive technology that may be required by people living in extra care settings
- Engagement with local authority planners on future care developments, linked to a wider market shaping strategy

Wider commissioning arrangements with regard to aids and adaptations to property is also a dependency over the course of the Accommodation with Care Strategy’s lifetime.

Surrey County Council operational practice amongst social care teams with regard to the promotion of extra care, as opposed to care homes and other more restrictive settings, will be crucial in ensuring that appropriate people are referred to become tenants. This will be linked to the wider cultural shift of engaging with people through a strength-based approach to support them in their community.

Surrey County Council is currently reviewing its asset and property portfolio as part of its Asset and Place Strategy. As part of this strategy a pipeline of SCC-owned sites will be identified that can be developed for extra care schemes. In addition, over the course of the Accommodation with Care Strategy life cycle, other opportunities may be explored with strategic partners and the extra care market in order to maximise the development of appropriate new extra care sites across the county.

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

None known

DISABILITY

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

In order to be defined as eligible for extra care housing, potential occupants will need to be recognised as requiring a minimum level of care and support alongside requiring suitably configured accommodation. The needs warranting this requirement may be due to physical disabilities, frailty, sensory impairments or loss, or mental health problems (including cognitive impairments due to dementia or other conditions).

As stated in the “Age” section above, extra care can operate both as an appropriate setting to meet current needs, and as a proactive choice of long-term living arrangement. As a result, the extra care population is diverse with regard to disability, with the following “primary support reasons” amongst residents known to Surrey County Council as at 4 September 2020 (source: LAS):

Primary support reason	No.	%
Learning disability	14	6.11%
Mental health support	21	9.17%
Physical support	175	76.42%
Sensory disabilities and impairment	6	2.62%
Social isolation/other	11	4.80%
Unknown	2	0.87%

In response to these needs the majority receive a home-based care service (80%), while a small minority pay for care and support through a direct payment (4%). Although just over 16% do not receive a service funded by Surrey County Council, this is likely due to their status as self-funders of care and support or their status as cohabiting carers of residents.

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It is important to note that 30% of the extra care residents known to Surrey County Council have been recognised as having a communication need, whether relating to hearing loss or dual sensory loss, learning disability or visual impairment.

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
+ Extra care settings provide an environment that is built fundamentally with accessibility and adaptability in mind to support people with physical and sensory disabilities and cognitive impairments	Extra care settings will be built to best practice principles with regard to accessibility and design.		Clear design briefs for SCC developments, incorporating requirements for accessibility and adaptability, will be key to the tender documentation for SCC owned sites. Clear best practice expectations will also be developed and published for the independent sector and local authority planners, to assist with design documentation for planning applications.	This will be on-going as new housing options are delivered.		The Extra Care Strategy Team and Property Services.
+ Flexible care will be delivered in extra care settings that can adapt to individual needs, enabling people with disabilities to live in extra care settings for the rest of their lives with a lower risk of transfers elsewhere (e.g.	Care packages can be better tailored to individual needs within extra care settings with the provision of shared emergency care and flexible personalised care. This will prevent the necessity for many individuals to move as their needs change, and minimise the risks of		The establishment of a flexible care and support commissioning offer to go alongside the provision of accommodation.	This will be implemented as new extra care settings are developed across the county.		The Extra Care Strategy Team

<p>residential care) due to care emergencies</p>	<p>transfers elsewhere in response to a crisis.</p>			
<p>+ Extra care settings not only support the efficient delivery of a care service on-site but also positive relationships with health partners to support people with complex care needs associated with a disability</p>	<p>While extra care settings will include flexible facilities that could be used by visiting health services, providers will be expected to actively support people with their access to universal and specialist health care.</p>	<p>Primary and secondary care providers (GPs, dentists, community health providers etc) will be engaged with during the development of new extra care settings. Future operators of the settings will be expected to engage with them routinely, in direct response to residents' needs.</p>	<p>This will be delivered throughout the lifespan of the Strategy.</p>	<p>The Extra Care Strategy Team and (once settings are operational) social care Locality Team staff</p>
<p>- People with communication needs may not be made aware of the opportunities presented by extra care settings, or may not apply to be referred, because the communication method used is inappropriate, and extra care settings may not be responsive to their needs once they become residents</p>	<p>Information on the communication needs of current extra care residents provides an indication of the communication needs of people who may benefit from extra care in the future</p>	<p>The tender documentation and contractual expectations for new extra care settings will be clear on the need for housing managers and care providers to engage with people through a variety of communication approaches</p>	<p>This will be delivered throughout the lifespan of the Strategy.</p>	<p>The Extra Care Strategy Team and (once settings are operational) social care Locality Team staff</p>
<p>- While efforts will be made to maximise the number of fully-wheelchair accessible accommodation units on</p>	<p>Extra care developments, due to site size limitations and management of costs, very rarely offer 100% of their units as fully</p>	<p>The Extra Care Strategy Team and Property Team will work to ensure that the number of fully wheelchair accessible units available is proportionate to the needs</p>	<p>This will be delivered throughout the lifespan of the Strategy.</p>	<p>The Extra Care Strategy Team and Property Services.</p>

Equality Impact Assessment

<p>individual extra care sites (as defined in building regulations under M4(3)), due to the need to ensure that sites are viable there will be a limit to the number of these types of units.</p>	<p>wheelchair accessible dwellings as per building regulations M4(3).</p>	<p>of future residents, both on an individual setting basis but also as an offer across the county as sites are developed.</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? As per those identified in the “Age” section.</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why. None known</p>				

GENDER REASSIGNMENT

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

Population statistics on gender reassignment are very limited, particularly because the 2011 census (from which population projections are usually produced) did not collect appropriate information – the only question on gender was in relation to sex being male or female (source: <https://www.ons.gov.uk/census/censustransformationprogramme/questiondevelopment/genderidentity>).

It is expected that this will change with the inclusion of a question on gender identity in the 2021 census, which will collect information on those whose gender is different from their sex assigned at birth. Of course, any information from this census will be factored into future iterations of the Extra Care Equality Impact Assessment.

SCC Adult Social Care does not specifically record whether individuals are undergoing gender reassignment as a reportable aspect of their care records. There is therefore no current way to reliably calculate the number of people, with this protected characteristic, who may be impacted by the changes of the extra care element of the Accommodation with Care Strategy.

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
+ People in extra care settings will live in self-contained apartments including dedicated toileting and bathroom facilities, allowing for privacy and dignity for any residents undergoing gender reassignment	Self-contained accommodation will allow for privacy, while the overall design ethos of extra care facilities is to flexibly suit changing needs, including the needs of people undergoing gender reassignment.		Ensure that the design and construction of extra care settings accommodates the needs of people undergoing gender reassignment alongside others who have protected characteristics	On-going during the lifespan of the Accommodation with Care Strategy.		The commissioning team are leading on the tenders for new extra care developments, and engagement with providers of extra care settings while they are in the

				process of being built
<p>- Risk of discrimination due to lack of awareness and training of people working at new extra care settings, reflecting what could be experienced elsewhere in society</p>	<p>Ongoing stigma related to gender reassignment within society</p>	<p>Extra care operators and support providers will be expected to be responsive to the needs of people undergoing gender reassignment, and support them without discrimination and ensure staff are appropriately trained.</p>	<p>On-going during the lifespan of the Accommodation with Care Strategy.</p>	<p>The commissioning team are leading on the tenders for new extra care developments (including housing management) and associated care contracts, and staff training delivery will be monitored over the life of these contracts.</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? None known</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why Residents in extra care settings may behave in a discriminatory manner to others, and efforts to change long held perceptions of people different to themselves may prove highly problematic or (particularly in the case of cognitive impairment) fruitless. While abuse will of course be challenged and investigated, less direct examples of discrimination would be very difficult to police through existing policies and procedures.</p>				

RACE

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

Breakdowns on race in Surrey’s population are drawn from the 2011 census, and statisticians, according to Projecting Older People Population Information System (POPPI), have not made projections further forward than from this date as the figures would not be seen to be reliable. Bearing this in mind, the census gives the following racial breakdown of Surrey’s population aged 65 and over:

Age	White	Mixed/ multiple ethnic group	Asian/ Asian British	Black/ African/ Caribbean/ Black British	Other Ethnic Group
65-74	96.53%	0.39%	2.38%	0.30%	0.40%
75-84	97.72%	0.34%	1.54%	0.18%	0.21%
85+	99.00%	0.24%	0.58%	0.07%	0.11%
Total 65+	97.32%	0.35%	1.82%	0.22%	0.29%

This can be compared with the statistics drawn from the snapshot of extra care residents (below). While this reveals a more diverse population, it is notable that none of the residents identified as Black/African/Caribbean/Black British:

	White	Mixed/ multiple ethnic group	Asian/ Asian British	Black/ African/ Caribbean/ Black British	Other Ethnic Group
Extra care residents - declared race	93.52%	0.93%	3.70%	0.00%	1.85%

It should also be noted that this is not an absolutely complete picture, as 13 residents have not identified their race. The above is therefore indicative rather than an absolute reflection of the racial characteristics in the snapshot.

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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
+ Extra care settings will allow for the flexible use of facilities (including food provision) to accommodate a range of cultural activities related to race	The design requirements documentation used in extra care tenders require flexible spaces to be an integral part of any extra care development, while clear expectations are set in tender processes regarding anti-discriminatory practice		As part of contract management, extra care settings will need to demonstrate that they are responsive to the diverse needs of residents in the use of communal facilities, and provide a range of activities and (through kitchen facilities) appropriate food options.	On-going during the lifespan of the Accommodation with Care Strategy.		The commissioning team are leading on the tenders for new extra care developments, and engagement with providers of extra care settings while they are in the process of being built
- Risk of discrimination due to lack of awareness and training of people working at new extra care settings, reflecting what could be experienced elsewhere in society	Ongoing challenge in combating racism and discrimination within society, including in the delivery of care and support		Extra care operators and support providers will be expected to be responsive to the needs of people regardless of race, and support them without discrimination and ensure staff are appropriately trained.	On-going during the lifespan of the Accommodation with Care Strategy.		The commissioning team are leading on the tenders for new extra care developments (including housing management) and associated care contracts, and staff

				<p>training delivery will be monitored over the life of these contracts.</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? None Known</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why Residents in extra care settings may behave in a discriminatory manner to others, and efforts to change long held perceptions of people different to themselves may prove highly problematic or (particularly in the case of cognitive impairment) fruitless. While abuse will of course be challenged and investigated, less direct examples of discrimination would be very difficult to police through existing policies and procedures.</p>				

RELIGION OR BELIEF (INCLUDING LACK OF BELIEF)

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

As with the “Race” section above, while the Office for National Statistics Annual Population Survey has produced national statistics more recently, for a picture of religion or belief in Surrey the census figures for 2011 are regarded the only reliable source of information.

The 2011 census gives the following breakdown of Surrey’s population aged 65 and over:

Religion	Christian (all denominations)	Muslim	Hindu	Any Other Religion	No religion	Religion not stated
Surrey 65+	80.0%	0.6%	0.5%	0.9%	10.0%	8.0%

Source: Surrey-i

This can be compared with the statistics drawn from the snapshot of extra care residents (below). It should be noted that almost a fifth of the residents either did not respond to questions on religion or belief.

Religion	Christian (all denominations)	Muslim	Hindu	Any Other Religion	No religion	Religion not stated
Extra care	65.5%	1.7%	0.9%	2.6%	10.9%	18.3%

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
+ Extra care settings will allow for the flexible use of facilities (including food provision) to	The design requirements documentation used in extra care tenders require flexible spaces to be an integral part of any extra care development, while clear		As part of contract management, extra care settings will need to demonstrate that they are responsive to the diverse	On-going during the lifespan of the Accommodation with Care Strategy.		The commissioning team are leading on the tenders for new

<p>accommodate a range of religions and beliefs</p>	<p>expectations are set in tender processes regarding anti-discriminatory practice</p>	<p>needs of residents in the use of communal facilities, and provide a range of activities and (through kitchen facilities) appropriate food options.</p>		<p>extra care developments, and engagement with providers of extra care settings while they are in the process of being built</p>
<p>- Risk of discrimination due to lack of awareness and training of people working at new extra care settings, reflecting what could be experienced elsewhere</p>	<p>Ongoing challenge in combating racism and discrimination within society, including in the delivery of care and support</p>	<p>Extra care operators and support providers will be expected to be responsive to the needs of people regardless of religion or belief (including lack of belief), and support them without discrimination and ensure staff are appropriately trained.</p>	<p>On-going during the lifespan of the Accommodation with Care Strategy.</p>	<p>The commissioning team are leading on the tenders for new extra care developments (including housing management) and associated care contracts, and staff training delivery will be monitored over the life of these contracts.</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?
 None Known

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

Residents in extra care settings may behave in a discriminatory manner to others, and efforts to change long held perceptions of people different to themselves may prove highly problematic, particularly in the case of cognitive impairment. While abuse will of course be challenged and investigated, less direct examples of discrimination would be very difficult to police through existing policies and procedures.

SEX

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

The Office for National Statistics subnational population projections, as published in May 2018, present the following information regarding the sex of people aged 65 and over in Surrey:

Age	2020		2025		2030		2035	
	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %
65-69	51.7%	48.3%	51.5%	48.5%	51.1%	48.9%	51.4%	48.6%
70-74	52.8%	47.2%	52.8%	47.2%	52.3%	47.7%	52.1%	47.9%
75-79	53.8%	46.2%	53.7%	46.3%	53.6%	46.4%	53.2%	46.8%
80-84	55.8%	44.2%	55.5%	44.5%	55.2%	44.8%	55.0%	45.0%
85-89	59.6%	40.4%	58.4%	41.6%	57.7%	42.3%	57.4%	42.6%
90 and over	65.0%	35.0%	62.4%	37.6%	60.4%	39.6%	59.4%	40.6%
Total 65+	54.6%	45.4%	54.3%	45.7%	53.9%	46.1%	53.8%	46.2%

The female/male breakdown in the extra care snapshot is variable, but in general the number of female residents is almost twice that of male residents:

Extra care setting	Female %	Male %
Aldwyn Place	60.0%	40.0%
Anvil Court	73.7%	26.3%
Beechwood Court	42.4%	57.6%
Brockhill	74.1%	25.9%
Chestnut Court	62.5%	37.5%
Dray Court	78.9%	21.1%

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Falkner Court	62.5%	37.5%
Huntley House	63.3%	36.7%
Japonica Court	84.6%	15.4%
Mitchison Court	64.5%	35.5%
Riverside Court	63.3%	36.7%
% overall	63.3%	36.7%

While there are potential reasons for this – Surrey’s Joint Strategic Needs Assessment notes that women have double the risk of developing frailty (9.6%) compared to men (5.2%), and are statistically likely to experience a 40% loss of mobility between the ages of 75 and 85 – further investigation is needed to understand why the population living in extra care contains more females than in the population in general, particularly as the proportion of men in the older age groups is projected to increase in the coming decades.

The average age of residents also varies according to sex – female residents in the snapshot have an average age of almost 81, while the equivalent for male residents is 73.

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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	
+ People in extra care settings will live in self-contained apartments including dedicated toileting and bathroom facilities, allowing for privacy and dignity for residents regardless of sex	The design requirements documentation used in extra care tenders are clear on the requirements for individual units of extra care accommodation		Ensure that no discriminatory practice exists with regard to the provision of accommodation and associated facilities, including equipment and adaptations	On-going during the lifespan of the Strategy.	The commissioning team are leading on the tenders for new extra care developments, and engagement with providers of extra care settings while they are in the	

				process of being built and during their operational lifetime.
- Risk (based on existing data) of inequitable referral outcomes for extra care on the basis of sex	Current data indicates an extra care population where females make up a higher percentage than in other housing settings in Surrey	Ensure that no discriminatory practice exists with nomination processes and decision making, and that extra care settings are promoted in a way that is appealing to both men and women	On-going during the lifespan of the Strategy.	The commissioning team will engage regularly with providers of extra care settings while they are in the process of being built and during their operational lifetime. In partnership with operational colleagues, they will also liaise with housing authorities and extra care providers regarding nominations and referral processes.
<p>What other changes is the council planning/already in place that may affect the same groups of residents?</p> <p>Are there any dependencies decisions makers need to be aware of?</p> <p>None known</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p> <p>None known</p>				

SEXUAL ORIENTATION

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

The Office for National Statistics Annual Population Survey presents the following estimates for sexual orientation amongst people aged 65+ in the South East of England, as at 2018:

Sexual orientation – 65+ South East England 2018	%
Heterosexual or straight	96.4
Gay or lesbian	0.4
Bisexual	0.3
Other	0.5
Don't know or refuse	2.4

Source: <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018>

The equivalent information is almost non-existent for extra care residents, as for the vast majority of cases, sexual orientation was not recorded by Surrey County Council. As per the snapshot:

Sexual orientation – extra care	%
Heterosexual	3.9%
Not Disclosed	1.3%
Not Recorded	94.8%

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
+Extra care accommodation will be managed in line with all equalities legislation ensuring that all residents receive services and support appropriately and regardless of sexual orientation.	As extra care housing will be tenancy based, individuals' rights in relation to housing are protected under the Equality Act 2010		Extra care housing managers and care providers will be expected to deliver services in compliance with equalities legislation, including equal access to quality services for all, regardless of sexual orientation. Contracts will be regularly monitored to ensure compliance over the operational lifetime of the extra care settings.	On-going during the lifespan of the Strategy.		The Extra Care Strategy Team will be responsible for ensuring compliance by housing and care providers
<p>What other changes is the council planning/already in place that may affect the same groups of residents?</p> <p>Are there any dependencies decisions makers need to be aware of?</p> <p>None known</p>						
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p> <p>Residents in extra care settings may behave in a discriminatory manner to others, and efforts to change long held perceptions of people different to themselves may prove highly problematic, particularly in the case of cognitive impairment.</p> <p>While abuse will of course be challenged and investigated, less direct examples of discrimination would be very difficult to police through existing policies and procedures.</p>						

MARRIAGE / CIVIL PARTNERSHIPS

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

The Office for National Statistics has observed that, while the proportion of people married in the population as a whole has been in decline over the last decade, while the single population has been increasing, the picture amongst people aged 70s shows a different trend. Instead, despite a modest rise in the divorced population, the proportion of people aged 70 years and over who are married has been increasing at a greater rate.

A simple breakdown of the ONS data for England and Wales in 2018 is presented below:

Marital status	Single %	Married %	Divorced %
65-69	7.8	67.4	15.0
70-74	5.7	66.7	12.2
75-79	4	58	11.2
80-84	3.4	51.1	6.3
85+	3.6	35.9	6.5

Information on the marital status of extra care residents known to Surrey County Council is as follows:

Marital status extra care	Single %	Married* %	Widowed %	Divorced %	Not recorded %
Extra care	19.2	20.5	17.0	9.6	33.6

* "Married" includes people who have identified themselves as married (19.2%) or separated (1.3%)

While the percentage of known residents without a recorded marital status is high, it is not particularly clear how these figures, which include "Widowed" as a status, should be compared to the ONS statistics, given the different recording practices involved.

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
+ Extra care settings will include a mix of 1- and 2-bedroom units, which will enable cohabiting people (of whatever marital status) to continue to live together in self-contained accommodation if this is their choice	Design requirements documents stipulate the need for a mix of 1- and 2-bedroom units in extra care settings			Nominations agreements and referral processes have been designed with flexibility to allow people to cohabit in extra care accommodation. No discrimination will be made on the basis of marital status.	On-going during the lifespan of the Strategy.	The Extra Care Strategy Team and (once nominations processes are operational) social care Locality Team staff, in partnership with local housing authorities and extra care providers
<p>What other changes is the council planning/already in place that may affect the same groups of residents?</p> <p>Are there any dependencies decisions makers need to be aware of?</p> <p>None known</p>						
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p> <p>None known</p>						

CARERS

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

Surrey County Council's Joint Strategic Needs assessment on Adult Carers provides significant amounts of information on Adult Carers: <https://www.surreyi.gov.uk/jsna/adult-carers/>

It states that the number of carers aged 65 and over living in Surrey is expected to increase by 17.6% from 2016 to 2025, while the number of carers aged 85 and over is expected to increase by 31.2% over the same period.

Of the extra care residents currently known to Surrey County Council, 7.7% have identified themselves as either being carers or as having caring responsibilities. While this could be due in some cases to current residents' personal circumstances (e.g. they have been socially isolated, or no longer have caring responsibilities following the death of a person they cared for), it may also point to underreporting in statistics, or because many residents simply haven't regarded themselves as a carer, even though they deliver care and support to others.

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
+ New extra care settings will include a mix of 1- and 2-bedroom units, which may enable people to continue to care for the person in need of care and support in self-contained accommodation if this is their choice	Design requirements documents stipulate the need for a mix of 1- and 2-bedroom units in extra care settings		Nominations agreements and referral processes have been designed with flexibility to allow people to cohabit in extra care accommodation, where either one or both of the residents has eligible needs. No discrimination will be made on the basis of marital status.	On-going during the lifespan of the Strategy.		The Extra Care Strategy Team and (once nominations processes are operational) social care Locality Team staff, in partnership with local housing authorities and extra care providers

<p>+ People will benefit from access to communal facilities on site and nearby facilities, which will help to reduce social isolation and loneliness amongst people with caring responsibilities</p>	<p>People with caring responsibilities are risk of suffering from loneliness or social isolation, and the availability of communal facilities and activities on site will help to mitigate this. The facilities will also be outward facing, and welcome visitors in a caring role as well as cater for people and their carers who live at the setting.</p>	<p>Future extra care settings will feature an array of communal facilities, which will allow residents to regularly engage with each other and visitors, and they will be set clearly in the heart of local communities with nearby transport routes. Housing managers and care providers will also be expected to be carer aware through training and work to support people in their caring roles.</p>	<p>This will be implemented as new extra care settings are developed across the county.</p>	<p>The Extra Care Strategy Team</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? The Adult Social Care Strategy for Carers, in particular the development of carer friendly communities and the encouragement of carer aware health and social care provider services that are able to identify carers and refer them to sources of preventative support, including support for their psychological and social wellbeing.</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why None known</p>				

3. Amendments to the proposals

CHANGE	REASON FOR CHANGE
No changes to the proposals have been identified as a result of undertaking the EIA	-

4. 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?	X
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).	

<p><i>Please use the box on the right to explain the rationale for your recommendation</i></p>	<p>Engagement will be needed with potential future residents of extra care, regarding:</p> <ul style="list-style-type: none"> • Cultural and faith needs • Communication needs • Maintaining dignity and respect • Dietary requirements • Accessibility requirements (e.g. the number of wheelchair accessible units required in various locations) • How best to maintain an inclusive environment that maximises independence • Referral routes for people interested in becoming an extra care resident <p>While this engagement will help to identify actions to respond to impacts identified in this EIA, it will allow the Extra Care Strategy Team to:</p> <ul style="list-style-type: none"> • Better understand current expectations for extra care in general • Set clear guidance and objectives for housing managers and care providers delivering services at newly opened sites, and • Inform future approaches to promoting extra care settings to people with care and support needs living in Surrey.
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5a. Version Control

Version Number	Purpose/Change	Author	Date
V0.1	Initial draft	John Woodroffe	11/9/20
V0.2	Amended from initial feedback	John Woodroffe & Kathryn Pyper	1/10/20

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.

5b. Approval

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

EIA Author	John Woodroffe, Senior Commissioning Manager
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**Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.*

5c. EIA Team

Name	Job Title	Organisation	Team Role
Kathryn Pyper	Senior Programme Manager	Adult Social Care, Surrey County Council	Directorate Equalities Group chair

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

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SURREY COUNTY COUNCIL**CABINET****DATE: 16 JULY 2019****REPORT OF: MRS SINEAD MOONEY, CABINET MEMBER FOR ADULTS****LEAD OFFICER: SIMON WHITE, INTERIM EXECUTIVE DIRECTOR ADULT SOCIAL CARE****SUBJECT: ADULT SOCIAL CARE ACCOMMODATION WITH CARE AND SUPPORT STRATEGY FOR EXTRA CARE HOUSING FOR OLDER PEOPLE AND INDEPENDENT LIVING SCHEMES FOR ADULTS WITH A LEARNING DISABILITY AND/OR AUTISM****SUMMARY OF ISSUE:**

The care and support system in Surrey is under significant strain and is facing long and sustained financial challenges. This is due to the following reasons.

Firstly, Surrey's population is growing rapidly. By 2030 over 22% of its residents will be aged 65 and over compared to 19% in 2018. In addition the number of adults with a learning disability and/or autism in Surrey is projected to rise in line with the general population. The 2017 Surrey Joint Strategic Needs Assessment estimated an increase of circa 10% over the next 10 years for this population group¹.

Secondly, there is a shortage of affordable residential and nursing care home beds that are in line with Surrey County Council's (SCC) guide price. Currently approximately 40% of placements are made within our guide price. The largest area of expenditure in terms of types of care provision for Adult Social Care (ASC) are specialist home care and residential placements.

Thirdly, there is insufficient specialist accommodation provision for both older people and working age adults with a learning disability and/or autism, and additional capacity is required urgently to support them to remain in their communities. National benchmarking suggests that, for accommodation options for older people, Surrey's biggest gap in provision is extra care. It also shows that SCC funds a much higher percentage of people with a learning disability and/or autism in residential care than most. Furthermore there are growing numbers of young people with learning disabilities and/or autism who will need appropriate accommodation arranged as they transition from Children's Services to ASC.

This paper sets out SCC's strategy to deliver accommodation with care and support by 2030 that will enable people to access the right health and social care at the right time in the right place, with appropriate housing for residents that helps them to remain independent, achieve their potential and ensures nobody is left behind.

¹ <https://www.surreyi.gov.uk/jsna/>

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Confirms its commitment to the Adult Social Care Accommodation with Care and Support Strategy as approved by Cabinet on 30 October 2018.
2. Endorses its ambition to deliver:
 - a. sufficient units of affordable extra care housing to reduce SCC's reliance on traditional residential and nursing care over the next ten years; and
 - b. sufficient additional units of independent living to support people with a learning disability and/or autism over the next five years.
3. Agrees that the existing pipeline schemes that have been identified as suitable for extra care housing:
 - a. are assessed against the criteria and the process set out in the Asset and Place Strategy; and
 - b. have full business cases developed and submitted to Cabinet for consideration and (if appropriate) approval at its meeting in October 2019
4. Endorses the use of available delegated powers to acquire individual units in existing or new developments, and for larger acquisitions to be brought forward to Cabinet for approval.
5. Agrees that the overall programme should be included in the budget report and capital programme to be brought forward in January 2020.
6. Agrees that all other existing vacant sites are reviewed in accordance with the Asset and Place Strategy for their potential development as extra care or independent living accommodation, and that suitable sites are brought forward to Cabinet for approval once the business case is developed.
7. Agrees to resource a dedicated team within Adult Social Care to deliver the project in line with the Accommodation with Care and Support Strategy.

REASON FOR RECOMMENDATIONS:

The above recommendations have been made to ensure we deliver our Accommodation with Care and Support Strategy and our Community Vision for Surrey 2030.

DETAILS:**A Community Vision for Surrey in 2030**

8. In 2018 SCC embarked on a large scale engagement activity with residents, staff, members, partners and businesses to shape our vision for Surrey in 2030. Together we agreed that;

'By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live and healthy and fulfilling lives, are enabled to

*achieve their full potential and contribute to their community, and no one is left behind.'*²

9. It is essential that the care and support provided by ASC enables us to deliver our Community Vision for 2030 and promotes the independence of the individual in all scenarios. Through our Accommodation with Care and Support Strategy we will actively work to enable people to access the right health and social care at the right time in the right place through the delivery of the most suitable accommodation with care and support for Surrey residents.

Our new delivery model for accommodation with care and support

10. Across ASC we are taking a 'strengths based' approach to the delivery of care and support. This means we will work with residents focussing on their wellbeing, setting goals and outcomes. We will have high expectations that the people we work with will reach the highest level of independence that is possible for them.
11. Due to a lack of alternative options, SCC currently relies too heavily on placing older people and individuals with learning disabilities and/or autism in a residential setting. This institutional approach limits our ability to support individuals to increase their independence, enable them to live healthy and fulfilling lives, and achieve their full potential in the community. This is especially true for a significant number of people who must be placed outside of Surrey due to the lack of suitable alternatives.
12. There are 1,075 (at May 2019) individuals with a learning disability and/or autism in residential care and 2,896 older people that are placed in SCC funded residential and nursing setting. The average cost of placing an individual with a learning disability and/or autism in a residential setting is £77,000 per annum and for an older person it is £38,000. Furthermore SCC has one of the highest spends per capita for learning disabilities in the country. These figures are presented in Annex 1. For avoidance of doubt this does not include individuals with physical and sensory disabilities or a long term mental illness.
13. SCC's ambition is to commission accommodation with care and support for both adults with a learning disability and/or autism and older people that is focused on enabling independence and maximising individual choice and control. There are a variety of sustainable accommodation with care and support models in existence and SCC intends to commission independent living and extra care. These are defined in Annex 2.

Strategic Ambition

Extra Care

14. The Housing Learning and Improvement Network (HLIN) has set out a consistent methodology for calculating extra care future demand. This states that demand for

² <https://www.surreycc.gov.uk/council-and-democracy/finance-and-performance/our-performance/our-organisation-strategy/community-vision-for-surrey-in-2030>

extra care is likely to be required at 25 units per 1,000 population aged 75 plus, and that the rental element of this demand is based on local market factors.³

15. Based on Surrey's population metrics, it has been calculated that extra care rental provision will need to expand by an additional 725 units across the county so that, by 2028, over 1,150 units will be available. This information is presented in Annex 3.

Independent Living

16. SCC currently funds 1,075 people with a learning disability and/or autism in residential care and spends £84m per year. Benchmarking undertaken shows that SCC is a very significant outlier both in terms of the total amount spent on supporting people with learning disabilities and/or autism and the proportion spent on supporting people in residential care. Our strategic ambition is to reduce the number of people with a learning disability and/or autism in residential care by 40-50% over the next 5 years by expanding the development of new independent living provision. As set out in the financial implications section below, this strategy will also deliver significant financial benefits to SCC. If this strategy is not pursued then SCC's expenditure on learning disability residential care provision will continue to grow at an unsustainable rate, severely limiting the ability to meet future demand without additional resources.
17. ASC has undertaken a review of the current cohort of people with a learning disability and/or autism in residential care and has identified circa 550 people who are likely to be suitable to move to alternative independent living provision. SCC spends £49m on their care and support. It is estimated that around 75% of these people could move to independent living. Therefore it is estimated that a minimum of circa 410 independent living places will be required. Everyone currently in residential care will be offered the opportunity and encouraged where appropriate to move into independent living and so more additional units may be required. The identified cohort will be the main focus of the programme.
18. In addition to the people already funded by SCC, it is estimated that around 90 new people per year with a learning disability and/or autism will require accommodation funded by SCC. The vast majority of these people will be individuals who transition from services funded by Children's, Families, Learning and Culture. The aim will be to support all of these individuals to live in independent living settings unless very exceptional circumstances apply. We will work with district and borough councils to help enshrine these ambitions in their local plans, sharing data as necessary and ensuring understanding and alignment with their housing and planning policies.
19. In total, taking into account independent living places in Surrey that are currently empty but are suitable to be used, it is estimated that over the next 5 years a substantial number of new independent living units will need to be made available. This will deliver the additional independent living placements for both the 40-50% shift of people already living in residential care and for new people to ASC who require specialist accommodation.

³ www.housinglin.org.uk/_assets/Resources/Housing/Housing_advice/Extra_Care_Housing_-_What_is_it_2015.pdf

Soft market engagement insight for independent living

20. In June 2019 representatives from ASC Commissioning and Learning Disabilities Team came together with colleagues from property and finance, and the district and borough councils, to meet with a small group of independent living providers and developers. The purpose of the meeting was to establish an ongoing dialogue and test out ideas about how to embed a new approach to independent living in the Surrey marketplace.
21. As discussed above over the next 5 years SCC wants to commission a substantial number of additional independent living units for people with a learning disability, and this needs to be delivered at pace, through a mix of new and adapted properties. A number of questions were presented for discussion and debate. These covered the themes of partnership working and co-development; identifying challenges, risks and solutions; addressing the practicalities of financial viability, planning requirements, the opportunities to de-register existing residential services; and what help might be most useful from SCC. In response to these potential barriers SCC may be required to provide assurances around access to borrowing and mitigating risks on voids.

Links to the Asset and Place Strategy

22. At the Cabinet meeting of 30 April 2019 a new Asset and Place Strategy up to 2030 was adopted. This strategy establishes principles to embed a corporate approach to property rationalisation, consolidation, investment and management.
23. Part of the means to deliver this will be a review of all assets, operational and non-operational to identify its appropriate future use. The first part of this review process is to identify whether a future service need is required for these assets. Within SCC's asset portfolio there are many buildings and areas of land that may be suitable for extra care or independent living. Each of those should be assessed against the criteria set out in Annex 4.

Development principles and site specifications

24. The delivery of extra care schemes will adhere to the following fundamental principles:
- Care provision and housing management functions will be separated.
 - Only sites that are assessed as suitable for extra care will be progressed.
 - The financial benefits attributable to SCC must clearly outweigh the costs. These costs include any subsidy or grant offered by SCC and in the case of developments on SCC owned sites, the opportunity cost of not using the land for alternative purposes or otherwise disposing of the land.
25. Market insight work that was undertaken in May 2019 identified a range of delivery models for extra care housing, from SCC controlled delivery to schemes that are fully commissioned to the housing development market. The key findings of this report are appended in Annex 5.
26. A mixed delivery model approach is recommended which ensures that SCC are not reliant on a single delivery vehicle. This will afford SCC the ability to be flexible and

responsive to wider market changes. The proposed delivery models can be found in Annex 6.

27. An alternative approach to securing extra care provision at pace would be to develop relationships with the private development market. This may involve SCC purchasing existing vacant units or to pre-purchase units in planned developments. There is already a number of 'private extra care' developments in Surrey operating through a variety of care models but which offer extra care solely on a leasehold basis and a list of these can be found in Annex 7. Once again this approach will require full business cases and inclusion in SCC's capital programme. The rents and service charges for any units purchased in such developments would also have to meet the Local Housing Allowance criteria to qualify for housing benefit in the relevant borough or district to ensure they are affordable to SCC and the wider public purse.

Our default approach to the development of specialist accommodation

28. SCC's primary focus is on developing the required number of affordable units as quickly as possible and avoiding capital investment unless this is the only way to enable developments to proceed. However SCC recognises that some sort of investment or grant may be required. A separate business case will be compiled for each specialist accommodation site applying the site criteria set out in Annex 4 to ensure there is the right long term demand for a site in that location and to ensure the costs of developing the site stack up against the projected financial savings to SCC.
29. For extra care SCC will commission the development of sites to secure nomination rights for a sufficient number of affordable units to ensure the financial benefits outweigh the development costs to SCC.
30. For independent living SCC will work closely with care providers through its market engagement and procurement processes to shape the development of accommodation at a suitable location and of an appropriate nature to meet people's needs. This will include ensuring that new care settings are filled quickly to limit any risk exposure for developers. SCC will also support providers in accessing grant funding where this is available.
31. SCC will develop a procurement framework that facilitates the necessary increase in independent living capacity. This framework will include sharing a cohort of possible individuals that would be suitable for independent living with our providers and developers. Therefore providing the reassurance to the market that there is sufficient demand to be placed in the additional independent living placements.
32. To ensure the accommodation is developed at the pace SCC requires to generate the necessary savings, some form of pump priming of construction costs may be required by SCC for certain independent living schemes. If any investment of this nature is proposed then the business case will need to clearly demonstrate that SCC's outlay would be paid back in a suitable timeframe incorporating the care savings expected to be delivered on an ongoing basis.

Partnership working district and borough councils to deliver at scale and pace

33. As the Accommodation with Care and Support Strategy is being implemented, it is proposed that SCC works closely with district and borough planning and housing departments through the Planning Working Group and other engagement channels. This is to:

- Ensure a consistent approach to planning policies and proposed developments across the county.
- Agree consistent definitions for extra care and independent living accommodation.
- Explore the potential for affordable housing contributions to pay for accommodation with care through Section 106 agreements and Community Infrastructure Levy.
- Where necessary ensure identified sites are allocated in Local Plans and Infrastructure Delivery Plans as they are approved.
- Provide consistent information and guidance to developers who may wish to develop accommodation with care schemes, whether in partnership with public authorities or privately.
- Demonstrate how the development of a range of accommodation with care options can assist in managing the supply of housing.

Next steps and the decision making process for future specialist housing schemes

34. Three potential pipeline schemes have been identified as suitable for extra care housing will be assessed against the criteria and the process set out in the Asset and Place Strategy and where applicable full business cases will be developed for approval. Soft market testing will now commence with a view to determine the appropriate delivery model for each of the sites. Once completed the business cases will be submitted to Cabinet for consideration and (if appropriate) approval at its meeting in October 2019

35. SCC will explore the opportunity to develop relationships with the private development market. This may involve SCC purchasing existing vacant units or to pre-purchase units in planned developments. This approach will require full business cases and inclusion in SCC's capital programme. The rents and service charges for any units purchased in such developments would also have to meet the Local Housing Allowance criteria to qualify for housing benefit in the relevant borough or district to ensure they are affordable to SCC and the wider public purse.

36. The financial modelling undertaken thus far has estimated the likely scale of potential savings through the development of a substantial number of additional units of independent living for people with a learning disability and or autism. Further work will now be taken forwards to refine the expected care costs for people moving into the new independent living accommodation, in the short and longer term, and therefore the savings compared to traditional residential care. This more detailed business case will also assesses the viability of any proposed investment by SCC in the context of the updated and profiled care savings.

37. We will now engage further with local providers to inform the development of the independent living procurement framework.

38. SCC will now begin a process of assessing all potential SCC sites against the site and commercial criteria for independent living and extra care accommodation.
39. Once a potential site has been identified for development a full business case will need to be prepared, which determines the appropriate route to market. This will be approved by the Executive Director for Adult Social Care and the Executive Director for Resources in consultation with the Cabinet Member for Adults and the Cabinet Member for Property. If a procurement process is required it will be noted on the annual procurement forward plan for Cabinet to agree.
40. The ASC Accommodation with Care and Support Strategy is a complex and ambitious programme and dedicated resources will be required to deliver this ambition. It may be possible to transfer some existing resources into this programme but it is anticipated there will be a request to draw down funding from SCC's overall transformation programme.

CONSULTATION:

41. Discussions have taken place at the local joint commissioning groups held in each clinical commissioning group area (CCG) area in Surrey, looking at the overall strategic intentions and detailed demographic projections of future need. All the CCGs in Surrey, as well as the districts and boroughs consulted to date, have indicated their support for the strategy and have welcomed the opportunity to be involved from an early stage. Health colleagues recognise the whole system benefits of this approach and see this strategy as a key part of health and social care integration. A number of district and boroughs have also highlighted accommodation with care and support as a key element within their strategies in terms of future housing needs and planning policy and are therefore keen to work with SCC on developing this approach.
42. Residents in extra care housing have been consulted twice in recent years; once in 2012 prior to two new schemes opening and again in 2014 following the opening of the two new schemes. Both consultations revealed high resident satisfaction with both the accommodation and service offer. Key themes emerged focusing on personal sense of security, safety, wellbeing, reduction in loneliness and community participation. People's reasons for choosing extra care housing in 2014 reflected those identified in the previous consultation in 2012. Residents also told us about their need for reassurance, peace of mind, feeling less isolated and making new friends, as well as being nearer to family.
43. For independent living, there has been a number of meetings with Surrey Care Association learning disability providers and the Learning Disabilities Partnership Board to advise them on our ambitions.
44. Further consultation will be planned as necessary, in line with best practice and as progress is made in delivering the strategy.

RISK MANAGEMENT AND IMPLICATIONS:

45. In the current financial climate, there are significant challenges for both the public and private sector and a resulting risk that there is not the level of investment/development funding needed to adequately increase our provision of accommodation with care and support. The next phase of the programme will

validate the viability of the various schemes, ensuring any potential solutions for new delivery models are fully costed and evidence based.

46. There are also risks in being able to identify sufficient sites within Surrey of a suitable size with close proximity to public transport, particularly when looking at extra care housing schemes which require more space than independent living settings. The programme will continue to be developed, working closely with colleagues in property services and also the districts and boroughs, to ensure that effective local solutions are found.
47. There is a potential risk that we have overestimated demand and future models of care may change. We will mitigate this through continuous review.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

Extra Care

48. In addition to the personal wellbeing and community benefits of enabling people to live in their own homes well into their old age, the expansion of extra care settings in Surrey will also deliver financial savings to SCC and the broader health and social care system.
49. Local and national modelling clearly shows that extra care offers better value than alternative forms of care. There are two main reasons for this.
50. Firstly, the design and nature of extra care settings means that in the vast majority of cases people should be able to live there throughout their elderly life and will not need to go into residential and nursing care homes when their care needs increase. It is estimated that the circa 725 affordable units that SCC plans to develop and have nomination rights for would avoid the need to commission between 210-440 residential care beds and 23 nursing beds per year depending on the needs mix in SCC's commissioned extra care units. As extra care is more affordable than residential and nursing care this will reduce the amount that SCC spends in meeting their care and support needs.
51. Secondly, the cost of providing care in people's own homes is typically cheaper in extra care settings compared to normal residences, due to a combination of the avoidance of travel costs for care providers, economies of scale that allow improved rota management by care providers and the average number of hours of care typically being lower for people in extra care settings.
52. On the basis of the above it is expected that on average each additional affordable extra care unit will save SCC between £4,500-9,200 per year compared to alternative forms of care, working on the basis of 90% average occupancy of the units. The actual savings will depend on the needs mix of people who move into extra care, but it is SCC's intention to reserve the affordable extra care units for people with high or very high levels of need, in which case the care savings would be at the higher end of the modelled range. This represents the reduction in net care expenditure, taking into account that assessed charging income will on average be lower in extra care than alternative forms of care. Therefore once the 725 planned affordable units are all fully operational then the total financial benefits to SCC are expected to be £3-6m per year.

53. Beyond the direct savings to SCC it is also important to recognise the wider financial benefits to the health and social care system. Evidence indicates that well managed extra care sites will typically result in fewer people requiring admission to hospital which saves both in immediate healthcare costs and higher levels of social care expenditure typically required following hospital discharge.

Independent Living

54. As set out in the strategic ambition section above, SCC currently funds 1,075 people with a learning disability and/or autism costing £83m per year. The plan to reduce this number by 40-50% is anticipated to deliver savings to SCC in two main ways.
55. Firstly, SCC would no longer pay for the hotel and accommodation cost for individuals placed in independent living. Based on detailed cost information gathered as part of a cost of care exercise undertaken, it is estimated that hotel and accommodation costs account for on average 21% of the total cost of the current cohort.
56. When the average reduction is assessed charging income anticipated to arise from the shift from residential care to independent living is factored in, the average cost reduction relating to ceasing to pay for hotel and accommodation costs alone is estimated to be 18% of the net expenditure of each residential care placement currently funded. Savings of £6.7m per year are anticipated to be achieved once all of the transfers to independent living have taken place in line with our expectations in paragraph 12. This relates to the hotel and accommodation costs only and does not factor in any potential reduction in care costs.
57. Secondly, it is anticipated that the cost of providing care and support beyond the hotel and accommodation cost will over time be lower in independent living compared to residential care. Supporting people into employment will be a key part of raising aspirations behind this change of direction. SCC will continue to work closely with Surrey Choices in continuing to expand employment and vocational support services for people with a learning disability and/or autism.
58. It is too early to robustly predict the scale of savings that may be achievable in relation to care costs between residential care vs independent living. However, if care costs were reduced by 10% in independent living compared to residential care then further savings of £2.8m could be achieved for the identified cohort on top of the accommodation cost saving. The total cost reduction saving to SCC would therefore be £9.5m per year.
59. It is important to remember that reduction of care and support costs for people with a learning disability and/or autism represents a lifetime saving as people with this level of need will typically receive funded care and support over their entire adult life. The cumulative cash saving of funding care for the cohort of individuals that move from residential care to independent living could be more than £210m based on the average age of and average life expectancy for this client group. Further cost avoidance would be achieved on top of this by ensuring new people requiring support funded by SCC are placed in independent living as opposed to residential care. It is clearly evident therefore that the development of independent living has the potential

to deliver huge financial benefits for SCC in addition to leading to better outcomes for people.

Summary financial and value for money implications

60. The financial analysis set out above presents the estimated scale of potential care savings attributable to SCC. At this stage this is estimated to be in the region of £10-16m per year once all of the 725 affordable extra care units and a substantial number of independent living units are developed and operational.
61. The scale of these savings will be defined more precisely as the work to confirm delivery models and routes to market is taken forwards. This will include the anticipated profile of savings, which will enable savings to be included in the Council's Medium Term Financial Strategy.
62. Clearly achieving these care savings will be very important to ensuring the longer sustainability of ASC in Surrey. At the same time, it will be equally important to clearly identify the net financial benefit to SCC after factoring in the cost of any proposed investment that is necessary to enable developments to proceed and the opportunity cost of using SCC land for developments. The care savings must exceed any proposed investment as well as the opportunity cost of using SCC's land for ASC developments. SCC will only take forwards development where this is the case.
63. It will be important to track the actual care savings achieved as development of extra care and independent living units progresses and to continue to update the business case. If for any reason care savings proved to be lower than estimated in the relevant business case to the point that SCC's costs were not being covered by the savings, then action would need to be taken to amend the approach to ensure savings are achieved at satisfactory levels in the future. If that was not possible then the programme would need to be brought to a halt.

SECTION 151 OFFICER COMMENTARY

64. SCC faces a very serious financial situation whereby there are still substantial savings to be delivered in the current financial year and identified for future years to achieve a sustainable budget.
65. The Section 151 Officer recognises the importance of delivering the shift in the care model towards extra care for older people and independent living for people with a learning disability and/or autism to secure the longer term financial sustainability of ASC provision in Surrey. Given previous attempts to achieve this shift have stalled and/or not delivered significant financial benefits, it is essential this refreshed strategy is taken forwards at pace and implemented effectively to ensure that the expected financial benefits are realised.
66. Given the severity of SCC's current financial position it is sensible that SCC's exposure to potential financial risks is limited. The Section 151 Officer therefore supports the proposal to commission services wherever possible in such a way that the construction costs of accommodation are funded by external parties who will recoup these costs through operating the sites in the medium to long term.

67. Equally the Section 151 Officer recognises that SCC may be required to provide some form of investment to help deliver developments at the pace that is desired. If it is believed that SCC should invest its own capital resources in order to construct new accommodation, then a robust business case must be taken to SCC's Capital Programme Panel for consideration. If deemed appropriate this investment would then be recommended to Cabinet or Cabinet's agreed delegated authority for approval.

LEGAL IMPLICATIONS – MONITORING OFFICER

68. In 2017 SCC did a procurement exercise for the provision of extra care accommodation using SCC land at a peppercorn rent. That concept was similar to what is being proposed in this Cabinet paper. No legal challenges were made to the concept. This indicates that the concept has already been tested. As such Legal can say that there is no legal obstacle to giving the go ahead for a new procurement.
69. Any new procurement SCC does would need to be compliant with the Public Contracts Regulations 2015. There is also a duty on SCC to secure best value. That duty is set out in the Local Government Act 1999 and requires SCC to secure continuous improvement in the way in which functions are exercised, having regard to a combination of economy, efficiency, and effectiveness. The proposal to use unused land for the provision of extra care and independent living accommodation seems to be an example of how best value might be secured.
70. A suggestion has been made that SCC could use funds to buy accommodation in privately owned buildings. The Public Contracts Regulations 2015 does not prevent this being done. Regulation 10 (1) states that Part 2 of the Regulations (Rules Implementing the Public Contracts Directive) do not apply to public service contracts (a) for the acquisition or rental, by whatever financial means, of land, existing buildings or other immovable property, or which concern interests in or rights over any of them. What this means is that SCC may buy properties in existing buildings or take a lease.

EQUALITIES AND DIVERSITY

71. An initial Equality Impact Assessment (EIA) is included as Annex 8, examining areas of consideration for any implementation of the Accommodation with Care and Support Strategy. Identified impacts at this stage centre on improved resident experience and outcomes, more people remaining independent within their own homes for longer and further consideration needed of people's natural communities, recognising that communities do not necessarily fit with statutory boundaries. A full EIA evaluating the impacts of the local implementation plans will be brought back to Cabinet for further discussion as individual business cases develop.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

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

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

Energy

73. For extra care, schemes will be required to achieve an Energy Performance Certificate of Grade B, or above, for each development, when completed. This, combined with stringent building regulations, will ensure that the buildings are sustainable, with low energy consumption and minimal ongoing impact on the environment.

Transport

74. Due to care provision within the extra care facilities, the number of trips by individuals to receive care by conventional means and trips to their own homes by nursing and auxiliary care staff, will be substantially reduced, thus reducing energy consumption, emissions and numbers of vehicles on the road.

Property

75. The sites are to be landscaped and planted with trees, to increase biodiversity and support increased levels of flora and fauna in the vicinities.

Waste

76. Waste is to be separated at source, and stored externally in appropriate storage areas away from the buildings to mitigate against any risk of spread of fire, ingress of vermin etc. Separated waste will be collected separately, and recycled where possible.

Water and Drainage

77. Facilities will include water conservation measures such as a water meter on the incoming main to enable monitoring for any leakages, spray heads / use of percussion taps to ensure water use is minimised and use of dual flush low volume toilets. Surface water drainage will utilise attenuation tanks to ensure water is stored on sites and released at set volumes, in the event of prolonged rainfall, to guard against flooding in the area. In addition porous paving / tarmac will be used to enable water to percolate through to the soil and thus enable tree roots to access moisture.

PUBLIC HEALTH IMPLICATIONS

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

WHAT HAPPENS NEXT:

Please refer to paragraphs 33 to 39.

Contact Officer:

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Annexes:

Annex 1 Learning Disabilities Residential Nursing Expenditure Per Head Of +18 Population – With Comparators

Annex 2 Specialist Accommodation Definitions

Annex 3 Existing Extra Care Provision And Required Additional Units

Annex 4 Site Criteria For Specialist Accommodation Sites

Annex 5 Extra Care Market Insight Report

Annex 6 Recommended Delivery Models And Assumptions

Annex 7 Private Accommodation With Care Settings – As At June 2019

Annex 8 Accommodation With Care And Support Strategy Equality Impact Assessment

Sources/background papers:

Surrey Joint Strategic Needs Analysis <https://www.surreyi.gov.uk/jsna/>

Community Vision for Surrey in 2030 <https://www.surreycc.gov.uk/council-and-democracy/finance-and-performance/our-performance/our-organisation-strategy/community-vision-for-surrey-in-2030>

Extra Care Housing – What is it?

www.housinglin.org.uk/_assets/Resources/Housing/Housing_advice/Extra_Care_Housing_-_What_is_it_2015.pdf

SURREY COUNTY COUNCIL**CABINET****DATE: 23 FEBRUARY 2021****REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL****MRS MARY LEWIS, CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES****LEAD OFFICER: PATRICIA BARRY, DIRECTOR FOR LAND AND PROPERTY
TINA BENJAMIN, DIRECTOR FOR CORPORATE PARENTING****SUBJECT: DELIVERY OF CARE LEAVER ACCOMMODATION AND CHILDREN'S HOMES****ORGANISATION Empowering Communities
STRATEGY PRIORITY
AREA:**

14

SUMMARY OF ISSUE:

This report seeks Cabinet approval to progress the delivery of a new children's home and to support a programme for the delivery of new care leaver accommodation. Both support the delivery of Care Leaver Accommodation and Children's Home strategy for children growing up in the care of the council.

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 enabled to achieve their full potential and contribute to their community, and no one is left behind. The programme supports the Refreshed Organisational Strategy, and Empowering Communities, by focussing on vulnerable individuals who without support from Services may be left behind and experience poor outcomes. The programme enables them to live and thrive in the County; empowering them to make positive contributions and have an active role within their local community.

Providing comfortable and safe homes for our children in care is a priority of all parents, no less Surrey County Council as corporate parents. We have also unanimously agreed in full council that our children should live, learn and grow up in Surrey wherever possible. We want them to be 'close to home' where we can influence their experiences and promote better outcomes for them.

We are aware that some of the current children's homes are larger than we need and cannot fully meet the expectations of Ofsted, the regulator of children's homes. Current best practice suggests that the best homes for our children are family sized and look like the homes of their peers. We agree with Ofsted's recommendations that children should grow up in family sized units and some of our older buildings are too big for the small number of children that we can look after in them

There is growing demand for, and a shortage of, accommodation for care leavers within Surrey. Consequently, each year the Council places young adults in accommodation outside of Surrey at a cost premium and away from their families and support networks. The programme outlined in this paper proposes the provision of accommodation and the opportunity for redevelopment and maximisation of existing Council-owned assets to provide residential dwellings above front-facing service delivery space.

The business case aligns with Surrey County Council (SCC) Forward Plan and Community Vision for 2030 and improving the outcomes for children and families whilst also building on the 'place' agenda.

This paper seeks Cabinet approval for:

- the capital funds for the delivery of a new children's home
- support and capital funds for the delivery programme for care leaver accommodation

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Agrees to allocate £2.2m (excluding VAT) for the delivery of a children's home on part of the Former Adult Learning Centre (ALC) site in Dorking from the designated capital pipeline budget for Care Leaver Accommodation and Children's Homes;
2. Agrees to allocate £30m (excluding VAT) from the designated Care Leaver Accommodation and Children's Home pipeline budget for the delivery of a programme of 150 beds for care leaver accommodation at a target cost of approximately £200k per bed (development cost). This provision will be across a number of sites, the locations of which are to be approved by the Service and under consultation with the local County Council Member, and delegates authority to approve individual schemes within overall budget constraints to the:
 - Executive Director - Children, Young People and Families, in consultation with;
 - Executive Director – Resources
 - Cabinet Member for Resources and Corporate Support
 - Cabinet Member for All-Age Learning
 - Cabinet Member for Children, Young People and Families

REASON FOR RECOMMENDATIONS:

- The proposal will provide a third new family sized children's home in an area of identified need.
- The proposed delivery method for care leaver accommodation offers an opportunity to maximise the development of existing Surrey County Council (SCC) freehold assets and potentially release assets for repurposing.
- The delivery model will reduce the Council's overall revenue expenditure for care leaver accommodation.
- The delivery of care leaver accommodation will make a positive difference to the lives of young adults in care and provide access to local facilities.

DETAILS:

New Children's Home

1. Following the approval and delivery of two new Children's Homes in July 2020, the Service required a third to be located in the East of Surrey to provide much needed accommodation for children living in its care in more suitable 'family sized units' as recommended by Ofsted.
2. It is proposed to redevelop part of the former ALC site in Dorking for a new Children's Home. This will provide a new Children's Home with four beds, and two 'No Wrong Door' places located on the same site, but with a degree of separation from the main

house. The 'No Wrong Door' facility will provide temporary places for young people while family issues are resolved.

3. The development will provide a home conducive to:
 - i. Enabling a safe and more homely environment for children
 - ii. Enabling proper staff supervision of all areas of the home
 - iii. Maximising occupancy and the placement stability of the home by being able to match a smaller group of children with each other
 - iv. Reducing running costs through provision of small purpose-built manageable units with modern building efficiency, rather than large old buildings which require significant maintenance
4. The Dorking site has previously been granted planning permission (23 December 2016) for a mixture of residential dwellings, flats and houses, and therefore, following Cabinet approval, a revised planning application will be submitted for the change in use/development.

Care Leaver Accommodation and Children's Home Strategy – Care Leavers Service

5. A significant issue for the Care Leavers Service is the lack of accommodation within Surrey. This means a number of young people are placed outside of the County at a cost premium. This has been raised as a concern by Ofsted as it makes it more difficult for Surrey-based staff to support these young people. More importantly it makes it more difficult for young people to have continued links with family, friends, community and education. Finally, the costs of placing young people in private accommodation are significant and not covered by the level of housing benefit received.
6. At the current time there is no care leaver accommodation provided within Council assets. Currently, all accommodation provision is externally commissioned and of 50 providers, only eight are based within Surrey. This accommodation tends to be provided in larger hostel-type environments which is not always conducive to meeting the needs of vulnerable care leavers who may have experienced trauma.
7. Benchmarking against comparative local authority areas, where an in-county, internally provided model is in operation, shows delivery of projects such as those within this programme will enable revenue savings.
8. With the delivery of in-house, in-county accommodation there are also staff savings to be made from decreased travel (i.e. expense claims) as well as reducing travel times, enabling staff more time to spend with care leavers.
9. Schemes brought forward under this programme will provide a number of high-quality residential units suitable for care leavers. They will be designed to provide accommodation that is flexible and includes a mix of accommodation types to support young people with a range of needs and levels of independence.
10. Existing assets across SCC and District and Borough estate portfolios will be reviewed for suitability to provide care leaver accommodation and opportunities addressed on a case-by-case basis but following the principles of the previous Cabinet approval for the scheme at Caterham on the Hill. Further opportunities with District and Boroughs and the open market will be assessed should existing SCC assets not support the required locations. Site and existing asset opportunities are currently under review with the Service, in conjunction with needs mapping.

IMPLICATIONS OF NOT UNDERTAKING THE PROJECT AND ALTERNATIVE OPTIONS CONSIDERED

11. OPTION 1 – Do Nothing

Care Leaver Accommodation

- Care leaver accommodation not provided within the County within the Council's controlled assets and continues to be delivered out of county

New Children's Home

- Unable to meet service need
- Unable to meet the recommended standards proposed by Ofsted

12. OPTION 2 – Acquire new assets for delivery of Care Leaver Accommodation and Children's Home Strategy

Care Leaver Accommodation - an alternative option would be to acquire residential units for delivery of care leaver accommodation within the open market.

Pros:

- Could potentially be delivered more quickly through acquisition of residential units on the market
- Not restricted by location of existing assets
- Limited internal resources required for acquisition process

Cons:

- Lost opportunity to deliver the Asset and Place Strategy and potentially provide co-location of services and maximise asset value
- Lost opportunity to repurpose assets or improve efficiency of assets
- Significant capital investment required to acquire the residential units and increase number of assets and therefore running/maintenance costs

Children's Home – acquire a site in the open market for a new children's home

Pros:

- Retain Dorking for investment purposes only
- Greater flexibility in acquiring a site in the preferred location

Cons:

- Lost opportunity to allocate an existing SCC asset for Service use
- Capital investment required to acquire the residential units
- Lost opportunity to co-locate a Children's Home alongside Care Leaver Accommodation in a Service identified location

13. OPTION 3 (Recommended option) – creation of a new children's home and delivery of Care Leaver Accommodation primarily within Surrey County Council existing assets

Pros:

- Opportunity to provide co-location on existing freehold assets
- Deliver the Asset and Place Strategy
- Deliver on the Council's Community Vision 2030
- Delivers Green agenda by implementing reduced carbon of assets through new construction methodology

- Control of building specification reduces energy poverty by providing accommodation in energy efficient buildings

Cons:

- Public consultation requirement and temporary provision for maintaining service during construction
- Delivery timescales
- Potential for Planning challenges for change of use

14. The preferred option is option 3 for the following reasons:

- Deliver elements of the Asset and Place Strategy by maximising existing assets and reducing asset base
- Reduce the care leaver accommodation revenue expenditure
- Delivers elements of the SCC Community Vision for 2030
- Reduces energy poverty
- Delivers Green Agenda by reducing carbon in existing assets

CONSULTATION:

15. Relevant teams within Children, Families and Lifelong Learning Directorate have been consulted and had input into the proposed delivery model.
16. Representatives from each of the relevant teams will continue to have input into those identified projects and subsequent phasing of projects brought forward within the programme.
17. The standard of the accommodation for care leavers will be improved, in line with service and industry standards.
18. Staff and Care Experienced young people will be consulted on scheme and design implications as each project develops.
19. The previous Cabinet Member for Resources, Cllr Mel Few, and Cllr Mary Lewis, Cabinet Member for Children, Young People and Families have been consulted on the children's home proposal; and additionally, Local Member Cllr Stephen Cooksey.
20. Formal consultation has not yet been undertaken but will be completed in the next stage of the scheme's development as necessary, following approval to proceed. Local Members, as appropriate, will be consulted when sites for care leaver accommodation have been identified as well as the local Members for the Children's Home in Dorking.

RISK MANAGEMENT AND IMPLICATIONS:

21. Risk that planning permission will be refused – mitigating actions being taken:
- Design team to take account of likely issues e.g. transport, access, draining etc. as part of pre-application discussions.
 - Engage with the local community to address concerns and to shape plans e.g. closer working with residents, community groups and local Members.
 - Consider the close proximity of the neighbouring building and design a scheme which is complementary to its surroundings and consider rights to light, party wall agreements etc.
 - Incorporate sustainability strategy into planning applications.

22. Risk of the development costs escalating - mitigating actions being taken:

- Detailed cost modelling has been undertaken with the Cost Consultants to inform the budget setting for the construction cost of the children's home and the accommodation.
- The estimates have a design and construction risk allowance of approximately 15% included to allow for the early stage of the design process and the unknown impact Covid-19 shutdowns may have on construction costs.
- A detailed Development Cost appraisal has been undertaken including the above noted construction cost, professional fees, surveys and investigations, fixed furniture and equipment, temporary/decant facilities, SCC resource capitalisation costs and a further 10% SCC contingency for unforeseen issues.
- Consideration will be given to building contract procurement methods which allow for early involvement of the building contractor and/or specialist suppliers. This will include input pre-construction where project cost, programme and design quality can be reviewed to provide a higher level of cost and programme predictability for each project and refinement to align with the modelling.

23. Additional risks such as site constraints, ecology (e.g. bats, birds, badgers) tree surveys/Tree Presentation Orders (TPO's) etc. will be considered and mitigating actions developed and actioned accordingly.

24. Risks will be varied and not only associated with land and asset management but also the impact this has on the various service provisions and changes in requirements. Each scheme will be designed with flexibility in mind to meet changing service and corporate needs.

25. In terms of construction-related risks and mitigation measures, a development risk register is under review with the professional consultants and a further robust risk transfer strategy will be agreed with the contractor(s) for each project.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

26. The cost of the proposed children's home scheme is to be funded from the designated Capital Programme Care Leaver Accommodation and Children's Home budget allocated as Pipeline funding within the Medium Term Financial Strategy (MTFS).

27. The programme for care leaver accommodation is to be funded from the designated Capital Programme Care Leaver Accommodation and Children's Home budget allocated as Pipeline funding within the MTFS.

28. Costs for supported accommodation can vary significantly from circa £700 per week when arranged by the incumbent Direct Purchasing System at pre-agreed rates to over £2,000 per week for uncontracted provision. Creation of an additional Children's Home in-county could reduce the need to utilise this provision. Based on the lower estimate of £700 per week, this represents an annual efficiency of £36,400. The running cost per bed of the new children's home would need to be offset against this value before estimating an overall efficiency.

29. The Council has around 260 care leavers in external provision with an average weekly cost of £550. This represents an annual spend of £28,600. Running costs for the new

150 beds must be offset against this amount before determining any operating efficiency for the Council. Care leaver's ability to receive housing cost support through Universal Credit should also be considered.

30. The scheme will be designed to take into account environmental impacts, sustainability and ongoing life-cycle costs which will support the Greener Futures agenda.
31. The programme of care leaver accommodation will provide 150 beds at a target development cost of £200k per bed. Once sites have been agreed, should estimated costs of individual schemes require additional funding to the target per bed costs, these schemes will be reviewed at Capital Programme Panel (CPP). CPP will assess whether the scheme continues to deliver value for money and assess the impact of increased costs on the wider programme.

DETAILED FINANCIAL MODELLING & EFFICIENCY SAVINGS

32. See Part 2 for details due to commercial sensitivity of analysis

CAPITAL COST PROFILE AND FUNDING

33. See Part 2 for details due to commercial sensitivity of analysis

SUMMARY OF BENEFITS

34. This project takes into account emerging service needs, partner and local needs, drawing on the One Public Estate ethos to ensure best value and delivery of a community facility and care leaver accommodation in an area of need.

It includes strategic alignment to:

- Community Vision for 2030
- Asset & Place Strategy 2019-2030
- Organisation Strategy 2020-2025
- Corporate Target Operating Model (TOM)
- Service strategies and delivery models

Financial and non-financial benefits include:

- Reduction in ongoing service revenue costs
- Utilisation and optimisation of Council assets and potential release of assets for other use
- Delivery of services and accommodation to meet service strategies and local needs
- Supports and empowers communities, providing safe spaces
- Cross partner working and opportunity for new partnerships
- Improve efficiencies and effectiveness including outcomes of programs and services
- Flexible accommodation to meet future demand and local needs
- Possible income generation from utilisation of assets by third parties

SECTION 151 OFFICER COMMENTARY

35. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook beyond 2021/22 remains

uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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.

36. As such, the Section 151 Officer supports the release of capital funding from the pipeline to enable the delivery of a new children's home and the provision of 150 beds for Care Leaver Accommodation, these schemes will contribute to the efficiencies built into the Medium Term Financial Strategy. Authority to approve individual schemes within the Care Leaver Accommodation programme has been delegated and once individual sites are identified the proposals need to set out the efficiencies achievable, offset by any additional running costs. In addition, there is governance in place via the Capital Programme Panel to review variances in the targeted cost per bed, these measures will ensure value for money across the Care Leaver Accommodation programme.

LEGAL IMPLICATIONS – MONITORING OFFICER

37. This paper sets out proposals to progress the delivery of a new children's home and a programme for supporting the delivery of new care leaver accommodation in Surrey. The proposals include the redevelopment of part of the former ALC site in Dorking for a new Children's Home and review of existing Council assets as well as the estate portfolios of District and Boroughs to ascertain the suitability of any assets which could be utilised to provide care leaver accommodation.
38. The Council, as the owner of the former ALC site which it is seeking to redevelop, may dispose of, or develop, any land it owns. Under Section 2(1) of the Local Authorities (Land) Act 1963, a local authority has extensive powers and may, for the benefit or improvement of its area, erect, extend, alter or re-erect any building and construct or carry out works on land.
39. The Council has extensive powers under legislation including but not limited to, the power to acquire land for the purposes of any of its functions under Section 120 of the Local Government Act 1972 and the power to dispose of land in any manner they wish, subject to the disposal being for the best consideration reasonably obtainable, under Section 123 of the Local Government Act 1972. As a review of the available assets is completed and sites are proposed for the delivery of care leaver accommodation, site specific advice on legal implications can be provided.

EQUALITIES AND DIVERSITY

40. An Equality Impact Assessment (EIA) has not been completed for the following reasons:
- It is anticipated that any existing service provision associated with the development of the Care Leaver programme will remain on the existing site with no impact on staff or residents. However, it is noted that temporary provision may be required during the works.
 - Any changes to staffing will be dependent on service strategies/changes rather any individual scheme.

- EIA assessment to be carried out on each individual site/asset following agreement of the needs mapping.

41. The proposed schemes provide support for some of Surrey’s most vulnerable young people.

42. These improvements aim to ensure some of Surrey’s most vulnerable young people are cared for within safe environments that provide for their material needs and provide support as they move into adulthood and will provide improved facilities.

OTHER IMPLICATIONS:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	Set out below.
Safeguarding responsibilities for vulnerable children and adults	Set out below.
Environmental sustainability	Set out below.
Public Health	No significant implications arising from this report.

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

44. As Corporate Parents for all the children looked after by Surrey, it is important we ensure the Children’s Homes and Care Leaver Accommodation is an example of best practice and quality. In order to achieve this capital investment into the scheme is required.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

45. The Council has a duty to provide good quality placements for all children looked after and care leavers. This is known as the Sufficiency Duty. In order to deliver the best possible service to our children, we would want as many as possible to live within Surrey. This property development proposal will significantly enhance the quality of accommodation we can provide and contribute to a wider programme to expand and enhance the scale and range of care leaver accommodation provided by SCC. Appropriate, safe accommodation within Surrey will support our children’s personal, social and academic progress.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

46. An initial Environmental Sustainability Assessment (ESA) has been undertaken (Annex 1) as this matter requires a Cabinet decision.

47. The key points from the ESA are:
- a. Energy use would be a component of the operational phase costs of the new buildings. Design philosophy that has been adopted to create new buildings will support low energy consumption, reduce solar gain and promote natural

ventilation. Any proposals will be in line with this policy and any new building will be to the expected standards in the local planning authority's adopted core planning strategy.

- b. Addressing energy poverty.
- c. Delivery of new builds will involve the usual amounts of travelling for materials and workers. Through the design and procurement phase an updated ESA will be undertaken.

WHAT HAPPENS NEXT:

48. Should Cabinet approve the business case for the redevelopment of the Dorking site and delivery of the proposed third new children's home, the next steps will be:

- Feasibility Study, Service Sign Off and preparation of a Planning application (January 2021 - March 2021)
- Planning application (April 2021 – July 2021)
- Building contractor tender to market and award; subject to delegated decision (May 2021 – Aug 2021)
- Commence Demolition/Enabling; pending planning approval (September 2021)
- Main Contract Commencement (October 2021)
- Commence Specialist/Operational fit out (September 2022)
- Operational building and residents can move in (October/November 2022)

49. Following approval by Cabinet for the capital allocation and proposed programme to deliver care leaver accommodation, Land and Property to take forward these schemes for further development, planning approvals and delivery with the relevant consent of those with delegated authority.

50. Programme for Children's Home No. 3 will be delivered in financial year 2022/23. Care leaver delivery will be developed and informed by the agreement of the needs map, priorities and phasing with the Services. The current Medium-Term Financial Plan sets out the delivery and capital expenditure over the next five years.

Contact Officer:

Mick Marran, Contract Manager, 07929 825484

Consulted:

- Corporate Parenting Team, Surrey County Council
- Family Resilience & Safeguarding Team, Surrey County Council

Annexes:

Annex 1: Environmental Sustainability Assessment (ESA)

Part 2 Report

Sources/background papers:

- Looked After Children Property Projects – New Children's Homes and Shaw Family Centre (21 July 2020)
- Surrey County Council Asset & Place Strategy 2019-2030

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Annex 1 – Environmental Sustainability Assessment (ESA)

Area	Relevant Topic Y/N	Issue	Possible Action	Taken forward?
Designated sites, protected species and biodiversity Resilience to risks posed by the environment to service delivery	Y N	Further environmental investigation of the site will be undertaken to confirm that there are no issues. No species protection issues have been currently identified.	Further environmental assessments will be carried out as part of the development and planning processes.	
Materials and water Energy Waste	Y Y Y	Energy use and waste will be components identified as the scheme progresses.	Surrey County Council's design philosophy is to create buildings that will support low energy consumption, reduce solar gain and promote natural ventilation. Any new infrastructure on the site will be built to the local planning authority's adopted core planning strategy.	
Transport	Y	Delivery of construction projects does involve an amount of travel for labour, and delivery of materials. Air Quality Management Area not yet identified	This will be considered as part of the procurement process for the project.	

Annex 1 – Environmental Sustainability Assessment (ESA)

<p>Landscape and trees</p>	<p>Y</p>	<p>The design is being worked up to retain as many existing trees on site as possible. This will be subject to final agreement at planning stage.</p>	<p>Arboricultural surveys will be carried out on the site to identify the potential issues and discussions are ongoing with the Council's Arboricultural Officer to identify the least impactful solution and potential remediation measures.</p>	
<p>Heritage</p>	<p>N</p>			
<p>Education / raising awareness</p>	<p>N</p>			

SURREY COUNTY COUNCIL**CABINET****DATE:** 23 FEBRUARY 2021**REPORT OF:** MRS JULIE ILES, CABINET MEMBER FOR ALL-AGE LEARNING**LEAD OFFICER:** RACHAEL WARDELL, EXECUTIVE DIRECTOR OF CHILDREN, FAMILIES AND LIFELONG LEARNING**SUBJECT:** SCHOOL ORGANISATION PLAN**ORGANISATION STRATEGY PRIORITY AREA:**

Growing a Sustainable Economy So Everyone Can Benefit, Tackling Health Inequalities and Enabling a Greener Future

15

SUMMARY OF ISSUE:

The Cabinet is asked to consider the Surrey School Organisation Plan covering the academic years from September 2020-2030 for publication.

The School Organisation Plan sets out the policies and principles underpinning both mainstream and specialist school organisation in Surrey. It highlights the likely demand for school places projected over a 10-year period and sets out any potential changes in school organisation that may be required in order to meet the council's statutory duty to provide sufficient places. The council has created over 10,000 additional places over the last five years in mainstream schools and specialist provision, and still needs to provide more while current levels of government funding continues to fall short of the amount needed to create those places.

RECOMMENDATIONS:

It is recommended that:

1. The School Organisation Plan 2020-2030 is approved for recommendation to Council to determine its publication.

REASON FOR RECOMMENDATIONS:

The School Organisation Plan is a key document used by schools and education stakeholders in considering medium and long term plans. It is necessary to review the plan to ensure that the best and most up to date information is published for use in this process to encourage collaborative and collegiate planning.

DETAILS:**The current position in Surrey**

1. The county council has a statutory responsibility to ensure that there is a sufficient number of school places for all pupils who require one. The council must monitor future projected demand and decide and discuss the appropriate changes to school organisation, where necessary, in order to meet this statutory responsibility.
2. The current context across Surrey is that the school age population has now started to stabilise after a period of significant increase over the last decade. The decrease

in the birth rate from 2013 is now causing a surplus of places in the primary sector in some areas of Surrey, and any pockets of exceptional demand are generated largely by additional housing. The council recognises that vacant places can destabilise schools and have a significant budgetary impact. Council officers are engaged in facilitating conversations with primary school leaders, academy trusts and other stakeholders about school organisational changes that could help to support those primary phase schools when they have vacancies to secure sustainability for schools moving forward, whilst preserving any latent capacity to future-proof for potential demographic changes. .

3. Meanwhile, the sharp increase previously experienced in primary cohorts is now also impacting on the secondary sector, as these larger cohorts are now transitioning into secondary schools. The secondary school population is expected to continue to increase up to 2025 in some areas, and so the county council's capital programme to expand mainstream school places is now focussing on managing the demand pressures in secondary schools.
4. Additionally, in September 2019, the county council launched its capital programme for providing additional specialist school places for children with Special Educational Needs and Disabilities (SEND). Since 2017, the council have provided over an additional 600 specialist places.
5. In the phase of further education, larger cohorts from secondary schools are now moving into further education settings such as sixth forms and colleges. With the requirement for young people to continue in education or training until the age of 18, challenge to capacity is already being experienced within some institution types. Where specialist facilities are required, such as for the delivery of vocational and technical qualifications, this is directly restricting delivery of provision within priority skills areas. Recognising that the local authority plays no direct role in the provision of capital funding to address demands exceeding or projected to exceed capacity, we continue to support applications to the Education and Skills Funding Agency for capital funding as individual institutions submit them. One of the aims is to develop a more robust evidence base to support applications going forward and improve the success rates of applications made. Further education providers within both Woking and Reigate & Banstead have been directly impacted by restrictions relating to the availability of capital funding to support increased pupil populations and demand within skills priority areas.
6. It must also be recognised that the period which this plan covers is one with unique uncertainty and probably volatility. The Covid-19 pandemic will inevitably put further strain on local authorities seeking to meet their statutory duty to provide a school place for every child. Currently, it is uncertain what the effect will be on the school age population both in terms of the birth rate and migration into and out of Surrey, but there is a strong likelihood that the current demographic trends will change and that school organisational decisions will need to be made to react to the changes in those demand patterns.
7. Furthermore, the pandemic will have also impacted on Surrey schools and colleges and their pupils, and the council needs to be sure that it is making school organisational decisions that best support its schools in continuing to provide the best education for all pupils so that they can achieve their potential. It is anticipated that those aged 16-18 who may have previously planned to progress to work-based

training or employment destination may now be seeking a full-time education placement because of a shifting economic landscape. Those progressing to further education over the coming years are likely to require increased levels of pastoral support and delivery models that reintroduce the concept of a structured learning environment.

School Organisation Plan in summary

8. The first section of the plan describes the regulations and principles which underpin the planning of future provision in Surrey. This includes setting out the government regulations, policies and guidance, describing the legislative framework through which changes in school organisation are achieved, detailing the process of school commissioning in Surrey and setting out the methodology by which school age population forecasts are produced. An overview of the current situation in Surrey in terms of demographics and school population is also provided, including details on the county's state funded schools and identifying county-wide trends in births and housing.
9. The plan goes on to provide individual chapters discussing educational provision in each of Surrey's boroughs and districts, with quadrant chapters on SEND provision. Recent birth data and trends are set out, with primary, secondary and SEND provision then being separately discussed. Projections for places are shown in graphs and the implications of these are detailed.

CONSULTATION:

10. The School Organisation Plan is not subject to statutory consultation. However, the phase leads for Surrey's school councils have been consulted, alongside internal colleagues. Once authorised for publication, the plan will be widely distributed to education stakeholder groups and organisations, including schools, Local Planning Authorities and Dioceses. It is considered to be a helpful tool to aid future planning at a school level. The plan will also be published on the Surrey County Council website for public viewing.

RISK MANAGEMENT AND IMPLICATIONS:

11. The statutory duty to ensure that there are sufficient school places for all applicants within Surrey is held by the county council. An understanding of the school estate and how school organisation changes relate to demographic changes is vital to performing this duty.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

12. The School Organisation Plan underpins the school basic need planned capital programme and determines the level of additional school places required across the county. The plan is the business driver for the required capital investment which forms part of the Medium Term Financial Strategy (MTFS).
13. This latest iteration of the School Organisation plan is aligned to the current budgets within the Council's MTFS. There is therefore no additional request for Capital funding at this time.

SECTION 151 OFFICER COMMENTARY

14. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22

remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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 review of the School Organisation plan. The outcome will be factored into the Medium-Term Financial Strategy.

LEGAL IMPLICATIONS – MONITORING OFFICER

15. This is a key document in ensuring that Surrey County Council is able to comply with its duty to ensure that sufficient school places are available in the area. Section 13 of the Education Act 1996 places a general duty on the Council to secure that efficient primary and secondary education is available to meet the needs of the population in its area. In doing so, the Council is required to contribute to the spiritual, moral, mental and physical development of the community. Section 14 of the Education Act 1996 places a duty on the Council to secure that sufficient schools for providing primary and secondary education are available in its area. There is a legal duty on the Council therefore to secure the availability of efficient education in its area and sufficient schools to enable this.

EQUALITIES AND DIVERSITY

16. There are no direct equalities implications arising from the School Organisation Plan. However, the provision of a sufficient number of school places which are open to all applicants will support the council's commitment to equality and diversity.

OTHER IMPLICATIONS:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	Set out below
Safeguarding responsibilities for vulnerable children and adults	Set out below
Environmental sustainability	No significant implications arising from this report.
Public Health	No significant implications arising from this report.
Climate change	No significant implications arising from this report
Carbon emissions	No significant implications arising from this report.

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

18. This is a key document to ensuring that the appropriate numbers of school places are provided to meet the demand of our residents. All places provided have the highest priority given to children in the care of the local authority.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

19. The council has a duty to promote and improve educational outcomes for all children, particularly those who are vulnerable or disadvantaged. The School Organisation Plan is an important piece of evidence used to plan the appropriate number of school places, thereby aiding the council in fulfilling this duty.

WHAT HAPPENS NEXT:

20. If approved by Cabinet, the School Organisation Plan will be published on the Surrey County Council website and distributed widely to all stakeholders including Surrey schools, district and borough councils and local Diocesan boards.

21. The School Organisation Plan is reviewed periodically to allow for the incorporation of new and updated information, usually following an annual timescale.

Contact Officer:

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Annexes:

Annex 1 - School Organisation Plan 2020-2030

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School Organisation Plan

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2020-2030

By 2030 we want Surrey to be a uniquely special place where all children have a great start to life and receive the education they need to achieve their full potential and become contributors to their communities. Most importantly, we want to strive to make sure that no one is left behind.

All children and young people should benefit from an education that helps them succeed in life and allows them to make the most of their skills and employment opportunities. We want pupils and young people to live healthy, active and fulfilling lives, and for our nurseries, schools and colleges to provide them with the skills to make good choices about their life and wellbeing. Furthermore, it is our aim that all children and young people should feel safe and confident in their education.

93% of Surrey's maintained schools are currently providing a good or outstanding education for our children and young people. It is vital that the strategies and principles laid out in this plan, and which fundamentally underpin our school organisation decisions, support us in maximising the equality of opportunity and quality of provision across all different age groups, need types and quadrants of the county. To that end, in the last five years, we have provided more than 6000 additional places at schools which have been rated by Ofsted as being good or outstanding.

In Surrey, we are proud of our partnerships and the outcomes that these partnerships achieve. We want to nurture our existing partnerships in what is a shifting educational landscape, and work to forge new ones, to enable us to make school organisational decisions that create not only a sufficiency of school places across the county, but also secure educational provisions that are sustainable in the long term. We strive to discuss collaborative solutions in terms of school organisation that will help to protect our small schools to ensure their long-term viability and sustain the value that they currently bring to our school community.

We will work collegiately to plan school organisation in Surrey with our schools, academy trusts, governing bodies, dioceses and other stakeholders to ensure that they feel supported in continuing to provide the highest quality of education for our children and young people so that they can achieve the best long-term outcomes.

This plan sets out our aims for providing education close to home by local providers, who can successfully support all children and young people to live, learn and grow up locally to achieve their potential.



Cllr Julie Iles

Cabinet Member for All Age Learning



Liz Mills

Director—Education, Lifelong Learning and Culture

Under specific legislation and subsequent amendments, local authorities have statutory duties for providing school places as follows:

- Ensure sufficient school places to meet demand (Education Act 1996)
- Increase opportunities for parental choice (Education and Inspections Act 2006)
- Ensure fair access to educational opportunity (Education and Inspections Act 2006)
- Keep special educational provision under review, including planning, commissioning and monitoring (Children & Families Act 2014, Section 21, part 3)
- Act as the lead strategic commissioner of education and training for 14 to 19 year olds in provision other than schools (The Apprenticeships, Skills, Children and Learning Act 2009)

In relation to the provision of education for children with special educational needs, the council must also pay heed to the following:

- Working Together to Safeguard Children (2018)
- The Children Act 1989 Guidance and Regulations Vol 2 (Care Planning Placement and Case Review) and Vol 3 (Planning Transition to Adulthood for Care Leavers)
- Equality Act 2010: Advice for schools
- Children and Families Act (2014)
- SEND Code of Practice: 0-25 Years (2015)
- Special Educational Needs and Disability Regulations (2014)
- Supporting pupils at school with medical conditions (2017)
- The Mental Capacity Act Code of Practice: Protecting the vulnerable (2005)

The Education and Inspections Act 2006 increased the strategic role of local authorities as champions of pupils and parents, and a duty to act as commissioner of school places, rather than the sole provider.

The main legislation governing school organisational changes is found in sections 7-32 of the Education and Inspections Act 2006, as amended by the Education Act 2011.

In addition, the Department for Education has also issued:

- Opening and Closing Maintained Schools (November 2018)
- Making significant changes ('prescribed alterations') to maintained schools (October 2018)
- Making significant changes to an open academy and closure by mutual agreements (October 2018)
- The free school presumption— advice for local authorities and new school proposers

As the role of the local authority has evolved to being a strategic commissioner of a mixed school system, the Council wishes to work closely with all schools in Surrey, irrespective of their school status

However, we recognise that schools, Governing Bodies, Diocesan Authorities, Academy Trusts, the Regional Schools Commissioner, Department for Education and Education and Skills Funding Agency, all have collective duties and roles to play in planning, providing and funding school places.

Under Surrey County Council's scheme of delegation, decisions relating to school organisation within the remit of the council are delegated to the Cabinet Member for All Age Learning, except in the case of opening or closing schools, where the Leader of the Council makes the final decision.

As the statutory and strategic commissioner of educational provision, effective pupil place planning is an essential process that enables the council to work with schools and stakeholders to commission and create high quality school places. In order to deliver this strategic role in an open and transparent way a set of clear school organisation principles underpin the approach.

- To undertake a robust and comprehensive approach to forecasting the number of children and young people requiring school places in mainstream, specialist and other provision.
- To fulfil the requirement to meet the need for school places ensuring sufficient places for Surrey residents who require them and maximising the options for parents.
- To consider the challenges and actions that may need to be taken to ensure sustainability of existing small local schools .
- Typically, Published Admissions Numbers (PANs) will be in multiples of 30, and school provision is generally co-educational.
- Where new schools are needed, primary schools should be at least two forms of entry (420 places) and secondary schools should be four forms of entry (600 places) or larger.
- New primary schools should provide from Reception year to Year 6. Pre-school provision should be included if a need for this is identified. New secondary schools should provide from Year 7 to Year 11, and if a need is identified, sixth form provision should be included.
- To promote and strengthen local links between schools that would benefit the schools and the community.

- Latent or vacant capacity in neighbouring areas should be used to meet demand, where these schools are within a reasonable distance.
- That all school organisational changes should promote the inclusion of children with Special Educational Needs and Disabilities (SEND) into mainstream settings.
- To ensure there are sufficient publicly funded specialist school places locally for pupils with an Education, Health and Care Plan (EHCP) who require one.
- The commissioning of specialist school places in the on-maintained and specialist independent sector is only utilised where they represent value for money, better long-term outcomes and are the only provision that can meet an individual's identified special educational needs.
- The provision of Pupil Referral Units and Alternative Provision will be available to serve pupil, parents/ carers and schools on a local basis through the provision of planned short-term educational placements.
- To offer an objective view of stakeholder proposals in a clear and transparent way, and support stakeholder's proposals where appropriate to a conclusion.
- To be flexible in providing buildings that do not create future surplus places but safeguard a sufficiency of places.
- Decision making processes on proposals should consider factors that are inextricably linked with school organisation, such as the admissions processes, parental preferences, school size, published admission numbers and school transport.

The National Context

Nationally, the pattern of demand for pupil places in England is changing and in July 2019, the Department for Education released an updated set of national pupil projections.

Nursery and primary school populations have been rising since 2009. However, the rate of increase is now slowing as the lower number of births in 2013 onwards start to reach school age. This population is now projected to start to fall gradually.

The secondary school population rose to 2.85 million in 2018 and is projected to continue increasing until around 2025.

In the last decade national policy has been principally focussed on addressing a shortage of primary places as a result of increasing birth rates. The government has aimed to address such shortages primarily through supporting the opening of Free Schools, expansions of Academy Trusts and supporting local authority plans for the expansion of successful and popular primary schools.

This focus is now shifting to the secondary schools as these increased numbers of primary pupils now transition into the secondary sector.

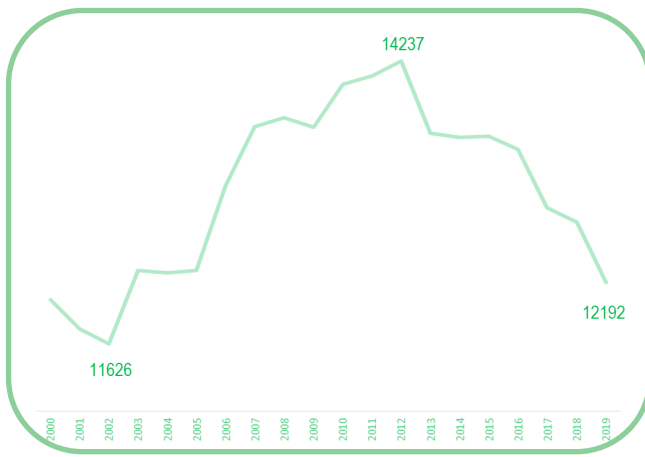
Surrey context

In Surrey, the pattern of demand for pupil places has largely been reflective of the birth rate, and housing and migration trends. In line with the national picture, Surrey saw a period of sustained lower births around the millennium, followed by significant increases to a peak in 2012. In Surrey, there was an increase of births in this period by over 22% in decade.

Following a nationwide trend, 2013 saw a dramatic decline in births, which then plateaued to 2015. However, since then, Surrey has experienced year on year falls in the birth rate, meaning that the number of births in 2019 is 14% lower than the peak numbers seen in 2012. Furthermore, the decrease in births between 2018 and 2019 is the largest seen since the nationwide decline in 2013.

Surrey births

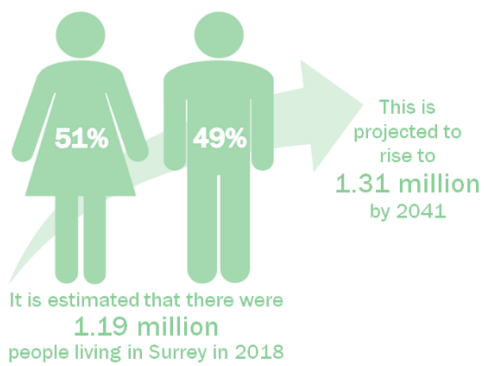
2000-2019



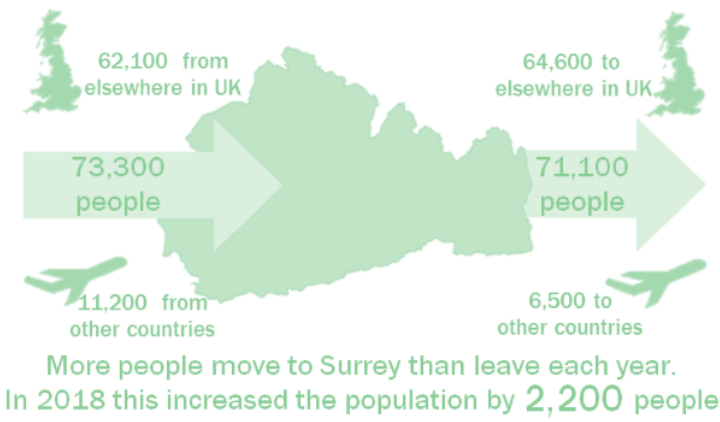
In 2019...

- there were 557 fewer births than in 2018
- Surrey had the lowest birth rate since 2002
- births have decreased year on year from 2012
- since 2012, births have dropped by 14%

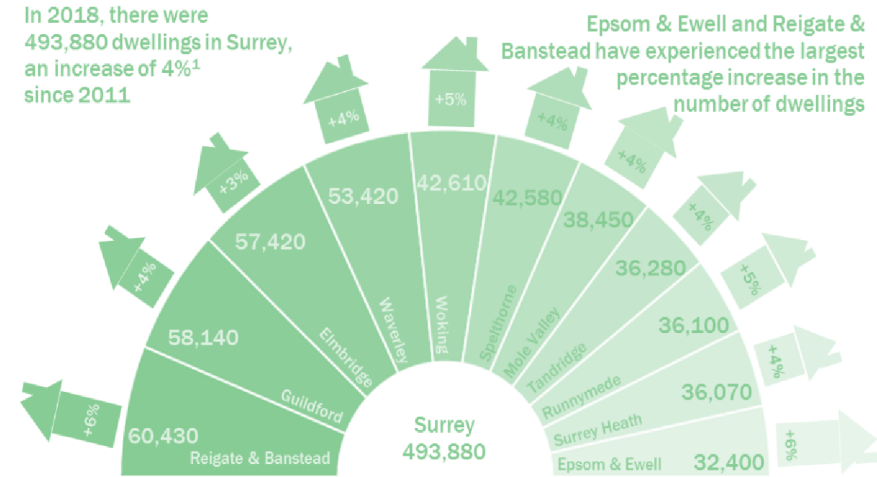
Surrey's population



Surrey is a **net importer** of people, in that more people come into Surrey each year than leave it. This is also true of our school aged population - Surrey has more children who live out of the county attending its schools than it sends resident children to schools in other counties or boroughs.



Surrey Housing

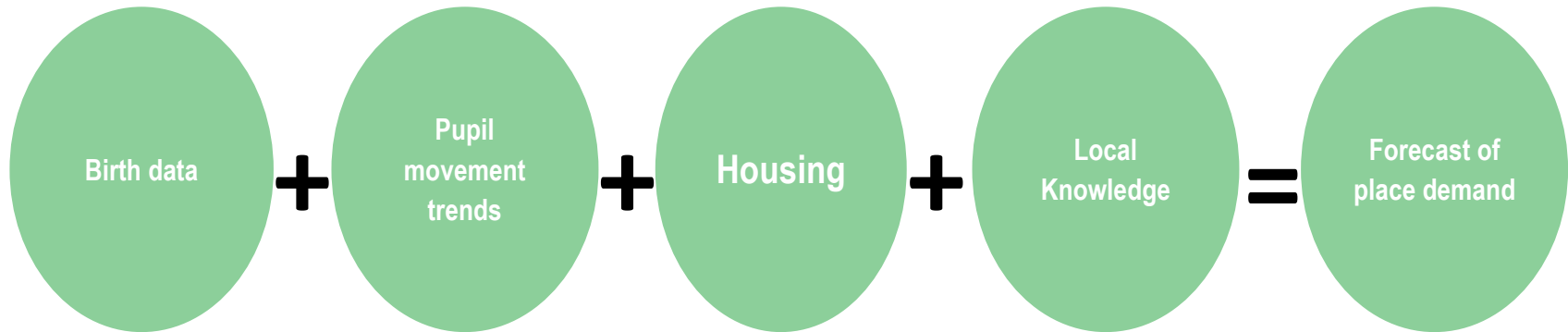


New housing developments will result in an increase in the number of pupils that need a place at Surrey schools. Planning permissions for housing falls within the remit of the eleven district and borough councils within Surrey. To support the projecting of pupil numbers, local councils share this information with Surrey County Council by providing data on housing permissions and trajectories, which are incorporated into long term pupil place forecasts.

Regional plans and government policies seek to increase the level of housing that the county should provide. As housing is now the main contributor to place planning pressures in Surrey, it is a major player in the place planning challenges that Surrey now faces.

Effective pupil place planning is an essential process that enables us to work with schools and stakeholders to commission and create high quality school places. These fulfil the requirement to meet the basic need for school places, and provide the right level of choice for parents. We undertake a robust and comprehensive approach to pupil place planning that forecasts the numbers of children requiring school places, both mainstream and specialist.

Mainstream school place forecasting



In mainstream school forecasting, the county is split into 'planning areas' for both primary and secondary sectors. Planning areas do not have geographical boundaries, but are groups of schools that reflect the local geography, reasonable travel distances and existing pupil movement patterns. Therefore, some planning areas may include schools in different boroughs or districts.

Birth data underpins all forecasts. Birth data is collected by the Office for National Statistics (ONS) by electoral ward. Underlying demographic trends are also considered using mid year population estimates from the ONS alongside fertility rates.

We also collect data on current pupils from the School

Census and examine pupil movement patterns between schools, in and out of the county and between educational phases (such as primary to secondary). This allows our forecasting model to establish pupil movement trends, which are then applied to population numbers going forward.

Housing permissions and trajectories are received from the District and Borough councils, and are then combined with birth and pupil movement trends in specialist demographic forecasting software called 'Edge-ucate', which creates pupil projections, in a variety of different formats. These pupil projections allow the council to ensure that every Surrey child who requires one is offered a school place.

Although school place demand is based on areas, it must also consider parental preference for mainstream, or school place request for children with an EHCP, as parents/students are under no obligation to apply for a place at their nearest school. The council strives to meet parental preference wherever possible. Surrey County Council’s planning is effective in this regard and for September 2020, the council was able to offer a place at a preferred school to:



Special Educational Needs and Disability school place forecasting

Surrey’s forecasting of specialist school places for children with Education, Health and Care Plans uses the same basic demographic projections as for mainstream pupils and these are underpinned by the same birth, population and housing data.

Pupil movement trends are also determined in a similar way, using information from the school census alongside the council’s pupil level information.

However, whilst the proportion of children with an EHCP attending a mainstream educational setting is included as part of our mainstream forecasts, the demand generated by those children whose needs mean they require a specialist school place is projected separately. Additional information relating to a child’s special educational need, such as primary need and designation of specialist school attended, are fed into these forecasts.

Specialist school place demand is currently analysed for each of Surrey’s four quadrants (North East, North West, South East and South West) because it involves a significantly smaller number of pupils and schools. There is a wider range of the type of educational provision available, from specialist centres attached to mainstream schools, special schools, alternative provision and places at non-maintained or specialist independent settings.

Special School sufficiency planning is also informed by detailed local knowledge enhanced through consultation with parents and carers and good relationships with local schools. This supports the strategic approach to evidence-informed place planning. In Surrey, as is the case nationally, specialist school provision does not just meet the needs of learners in the immediate surrounding area so it has a far wider intake than most mainstream schools.

Demand for mainstream school places

In the short term, the birth rate will mean the number of children requiring a primary school place is likely to have peaked in 2016/17. After that time increases in primary school demand will largely be as a result of inward migration and housing, causing pockets of high demand in certain areas but a landscape of surplus places in others. Surrey's approach to school planning must therefore adapt to support small and isolated populations in its more rural areas, as well as the more concentrated urban populations.

In the secondary sector, demand is offset by approximately eleven years from birth. This means that the pressures faced in the primary sector are now transitioning into secondary schools. As such, the secondary school population is projected to increase in most areas over the next five years, before stabilising and declining in some areas from 2025 onwards. From this time, any demand pressures in secondary schools are likely to result from migration or additional housing.

Demand for Post-16 sixth form/college places

Analysis of capacity and funding allocations for Surrey based state funded institutions and funding allocations, travel to learn patterns suggests that overall utilisation is estimated to be 77% currently. This is projected to rise to 81% by 2030, based on planned capacity increases and population projections. Utilisation reflects total cohort and capacity and does not accommodate demand and capacity within specific sector subject areas.

Demand is not uniform across the County and there will be pockets of local pressure, most significantly in Reigate and Banstead and Woking, where capacity will be challenged through the forecast period to 2030. In addition to capacity within education institutions the implementation of T Levels and ongoing developments across the apprenticeship sector is likely to see demand for work placements and employment opportunities for 16-18 year olds increase.

The Council will work with education and training providers alongside local employers to ensure that all young people are encouraged and supported to participate in education and training leading towards sustained employment. This will require a balanced increase in places at schools and colleges which accommodate both learner choice and meet skills gaps identified by employers..

Demand for specialist school places

Since 2015, the number of children with an EHCP who live in Surrey and require a specialist school place has increased by 73%. This is in comparison to a growth of just 5% in the five years from 2010 and can potentially be attributed, in part, to the increase in the birth rate, the changes brought about by the Children and Families Act and the SEND Regulations in 2014, the 0-25 SEND Code of Practice in 2015, and the improvements to earlier identification and diagnosis of need.

Children and young people with SEND have differing needs and are educated in a range of mainstream or specialist settings. Alongside the general presumption of a right to a mainstream education, parents of children with an EHCP and young people with an EHCP have the right to express their preference for a place at a particular mainstream school, special school, special post-16 institution or specialist college.

Special schools (in the maintained, academy, non-maintained and independent sectors), special post-16 institutions and specialist colleges all have an important role in providing for children and young people with SEN and in working collaboratively with mainstream and special settings to develop and share expertise and approaches.

The demand for maintained specialist school places in Surrey has grown significantly over the past 4 years from 2,859 planned places in 2017-18 to 3,477 planned places in 2020-21, and increasing again to 3,513 in 2021-22. At present, Surrey’s existing maintained specialist estate provides 2715 specialist places in 24 special schools, and 762 specialist places in 52 specialist centres. These places are currently 98% occupied, and there are some areas of the county where there is currently insufficient to cater for particular need types. Specialist provision in special schools in Surrey, as in other local authorities, does not just meet the needs of learners in the immediate surrounding areas within a district, as is the case with mainstream schools.

Developing and maintaining high quality specialist provision in Surrey is vital to ensure appropriate placements for the county’s most vulnerable children and young people who have complex SEND and require specialist educational provision. To this end, a combined Capital investment of £79.6m between 2019-2021 will increase the county’s specialist estate by approximately 1,600 places in total over the next nine years, which represents 56% growth from 2017.

Glossary of terms for special schools and specialist centres

COIN	Communication and Interaction Needs	SLDD	Severe Learning Difficulty and Disability
CSCN	Complex Social and Communication Needs	VI	Visual Impairment
HI	Hearing Impairment		
LAN	Learning and Additional Needs		
SEMH	Social, Emotional and Mental Health		

Education in Surrey

As of 1 January 2021, there are 505 schools in Surrey. These are comprised of the following types of school:

177 Academies	100 Community	22 Foundation
7 Free	112 Non-maintained or independent	
71 Voluntary Aided	16 Voluntary Controlled	

Surrey's state-funded school estate comprises of:



369 maintained mainstream schools

- comprising of
- 2** All-through
 - 79** Infant
 - 41** Junior
 - 4** Nurseries
 - 180** Primary
 - 8** Pupil Referral Units
 - 55** Secondary



24 maintained special schools

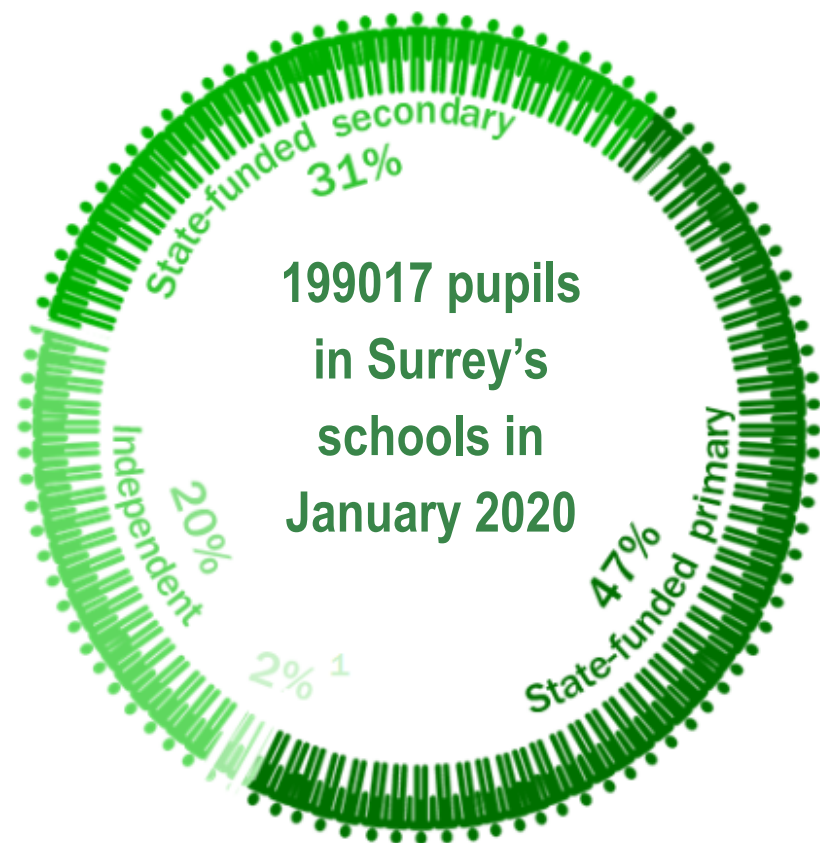
- comprising of
- 8** All-through
 - 1** Junior
 - 3** Primary
 - 12** Secondary



52 maintained specialist centres

- comprising of
- 10** Infant
 - 12** Junior
 - 14** Primary
 - 16** Secondary

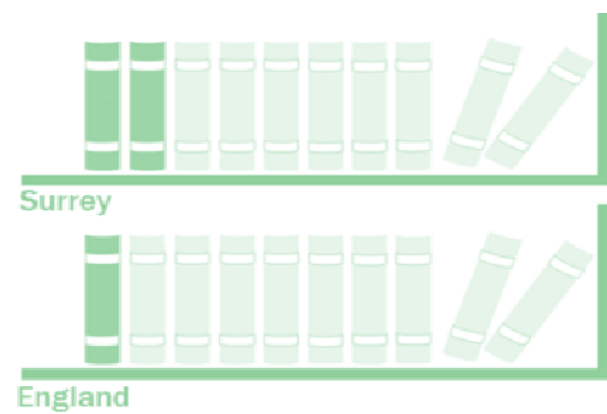
Surrey's school population



4 out of every 26 pupils in Surrey's schools have special educational needs which are supported either through SEN Support and a Graduated Approach to meeting needs or an EHCP

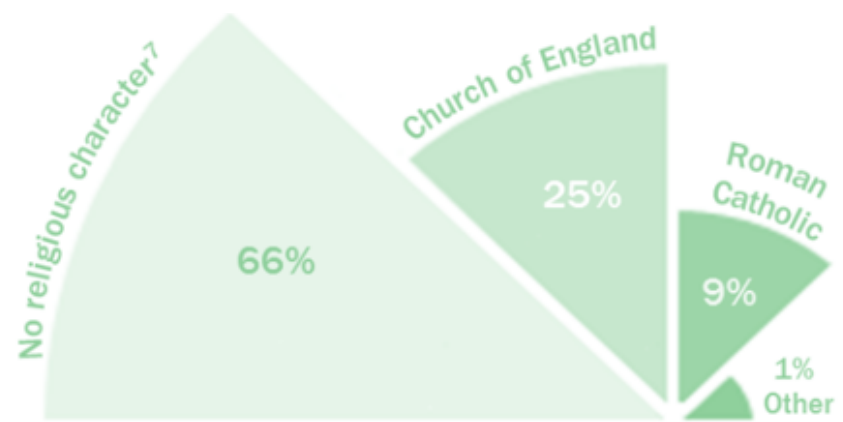


¹Other: includes pupils at nursery, Pupil Referral Units and special schools

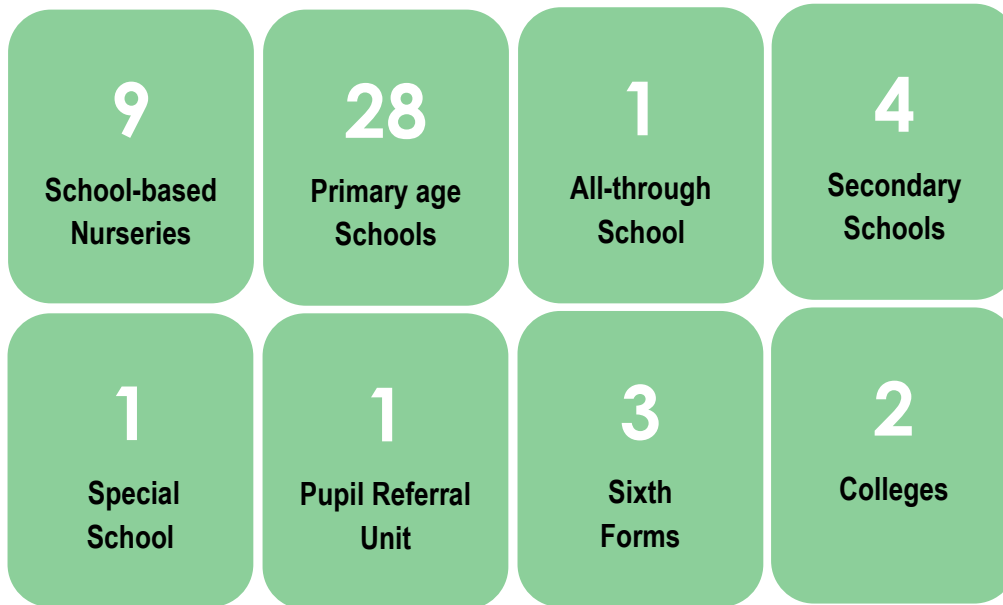


2 out of 10 schools in Surrey are independent compared to 1 out of 10 in England

1 out of every 3 schools in Surrey is a faith school



In Elmbridge, there are:



Births

Births increased by 25% in the decade to 2012.

At their highest, births in the borough reached 1890 and increased year on year throughout the period

Births have now decreased by 19% since 2012.

Births in the borough have decreased or plateaued year on year, reaching a low of 1478 in 2019. This is lowest birth rate in the borough since 2002.

Planning Areas

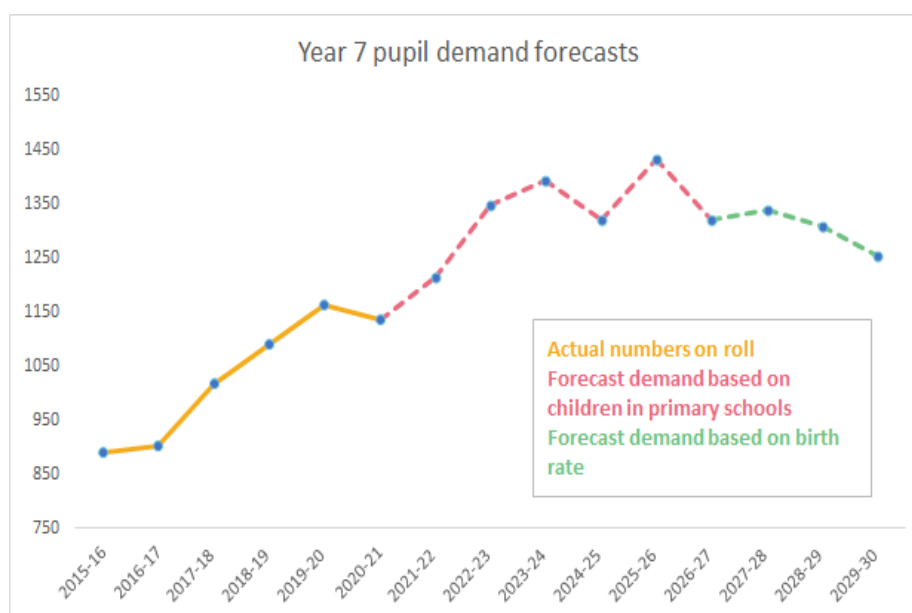
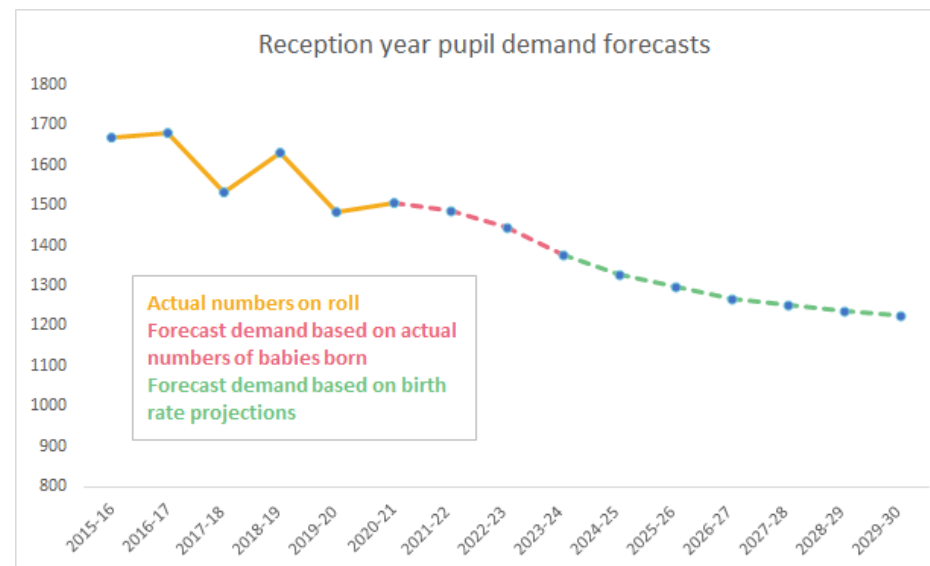
Elmbridge is made up of six individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Elmbridge is a single secondary planning area, this means that demand for secondary places is forecast across the whole borough.

Primary school places

- In the medium term, we would expect that the demand for reception places will fall in line with the birth rate.
- Any exceptional demand will stem from new housing or unexpected migration.
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

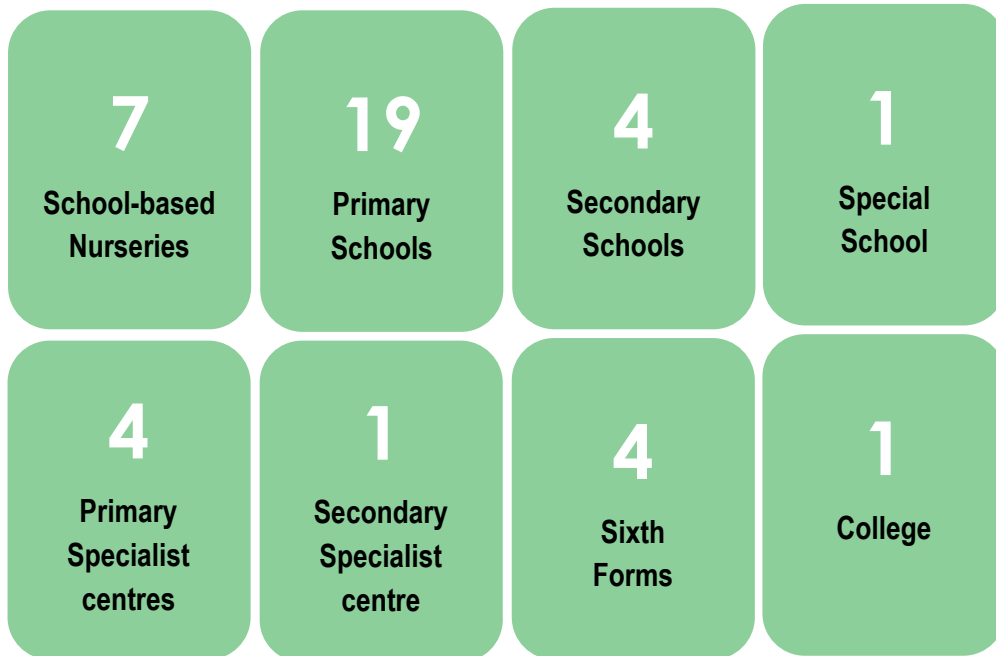


Secondary school places

- Demand for secondary school places will reflect the peaks and troughs of the birth rate before plateauing.
- Housing coming forward as a result of the borough's local plan may increase demand in certain years. It is too soon to quantify what impact, if any, the pandemic will have on the future supply of housing.
- The opening of a new secondary free school in the area by the DfE will impact on existing pupil movement trends in the area and may impact on forecasts in the short term.



In Epsom & Ewell, there are:



Births

Births increased by 27% in the decade to 2012.

At their highest, births in the borough reached 958, but unlike some other boroughs, there were peaks and troughs in reaching this point.

Births have now decreased by 14% since 2012.

Births in the borough have decreased or plateaued year on year, reaching a low of 824 in 2019, which is a decrease of 80 from 2018.

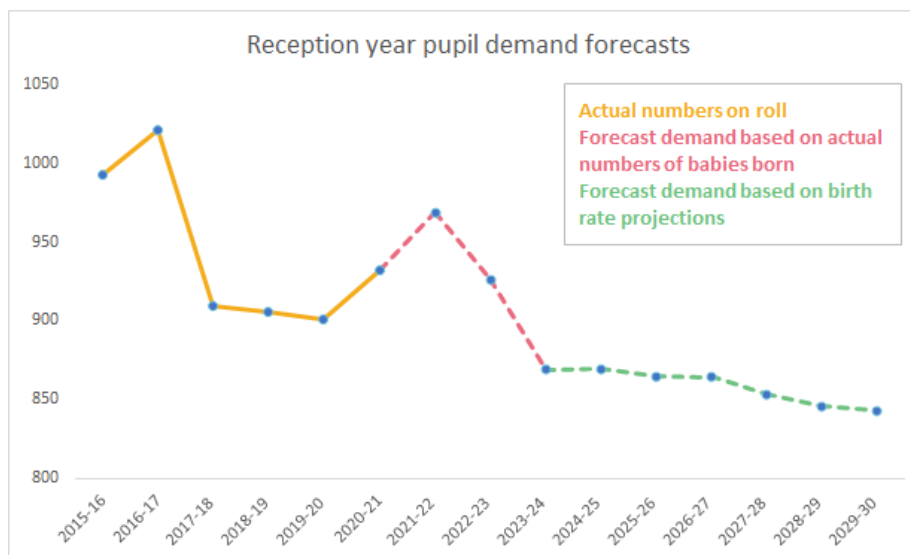
It is the lowest birth rate in the borough since 2006.

Planning Areas

Epsom & Ewell is made up of four individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Epsom & Ewell is a single secondary planning area, this means that demand for secondary places is estimated across the whole borough.

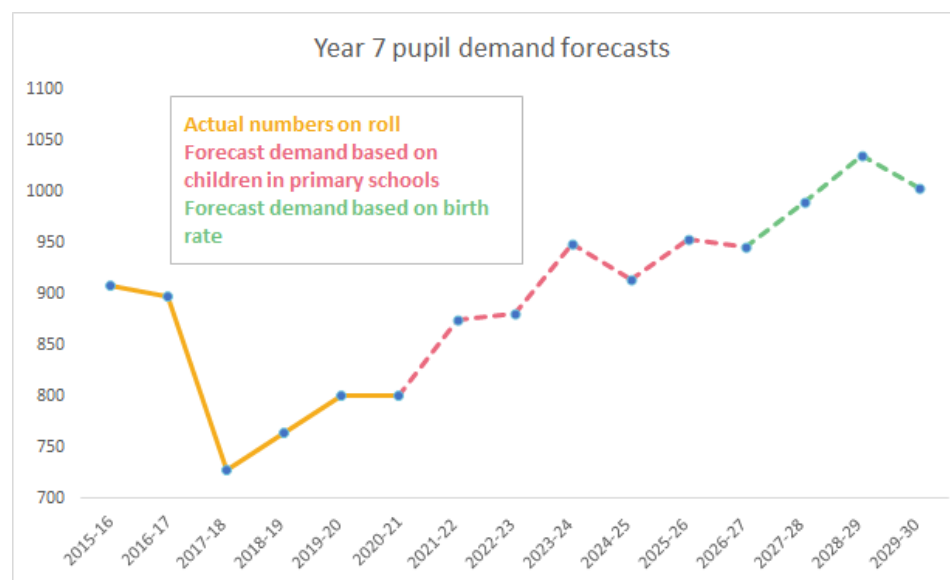


Primary School Places

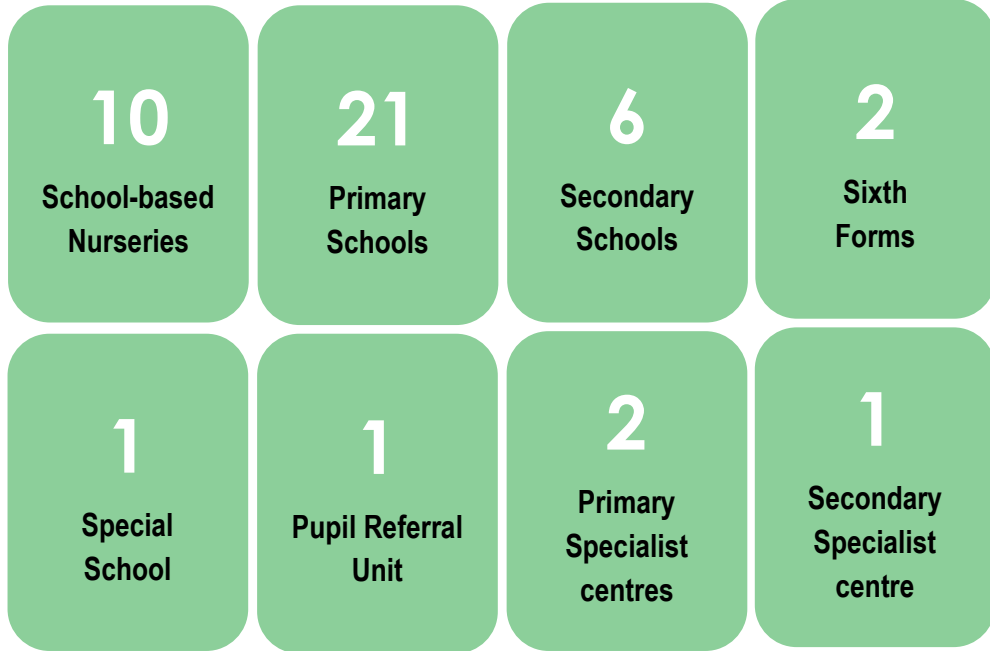
- Short term increases reflect the later peak in birth rate.
- In the medium term, we would expect that the demand for reception places will fall in line with the birth rate.
- Any exceptional demand will stem from new housing or unexpected migration.
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

Secondary School Places

- Demand reflects the peaks and troughs in the birth rate and it is expected that demand will plateau at the end of the planning period.
- Proximity of some schools to county and borough boundaries mean that there is more cross-border movement both inward and outward.
- The strategy for the area is to fill all existing vacant capacity in secondary schools before seeking to commission any additional provision.



In Spelthorne, there are:



Births

Births increased by 35% in the decade to 2012.

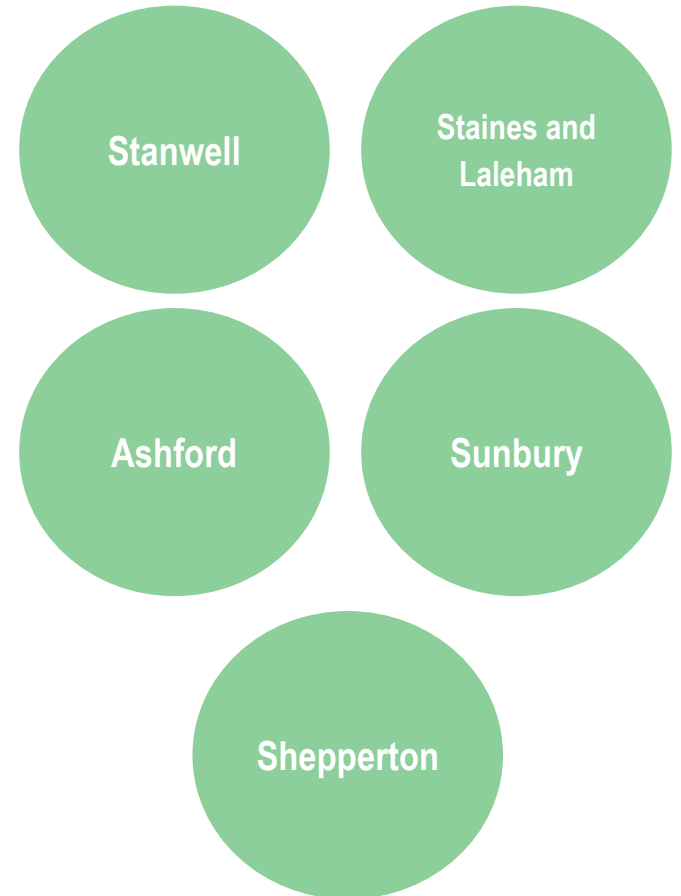
At their highest, births in the borough reached 1346 and increased year on year throughout the period. However, this peak was later than in other boroughs, being reached in 2016.

Births have now decreased by 7% since 2012.

Since 2016, births have decreased year on year, reaching a low of 1230 in 2019.

Planning Areas

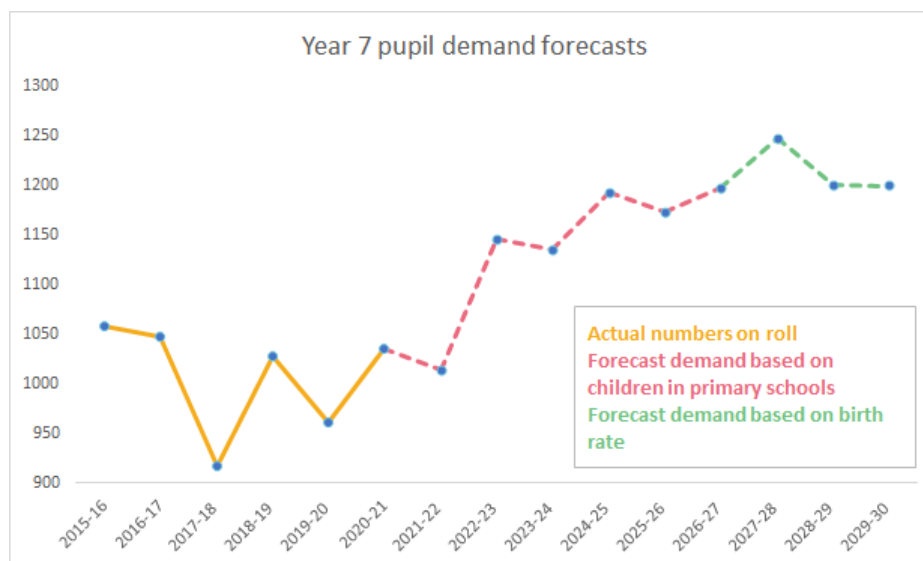
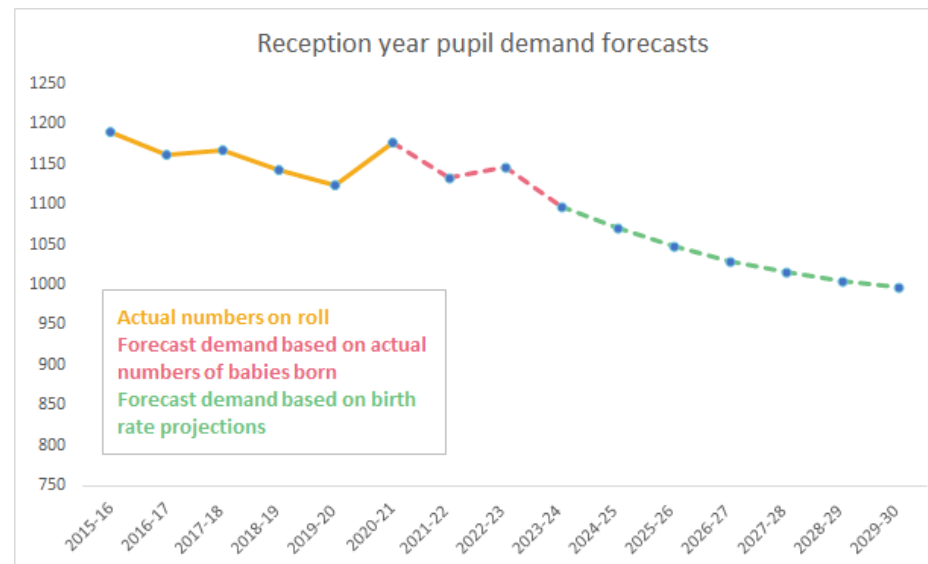
Spelthorne is made up of five individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Spelthorne is a single secondary planning area, this means that demand for secondary places is estimated across the whole borough.

Primary School Places

- There is a general decline in demand expected, reflective of the birth rate.
- Any exceptional demand will stem from new housing or unexpected migration.
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



Secondary School Places

- Peaks and troughs are expected as the higher cohorts from the primary sector transition to secondary provision.
- In the long term, we would expect demand to reach a plateau by the end of the planning period.
- It is likely that additional provision will be required in the short and medium term.



North East SEND school places

Current number of places and pupils on roll at special schools and specialist centres in NE Surrey

Special Schools

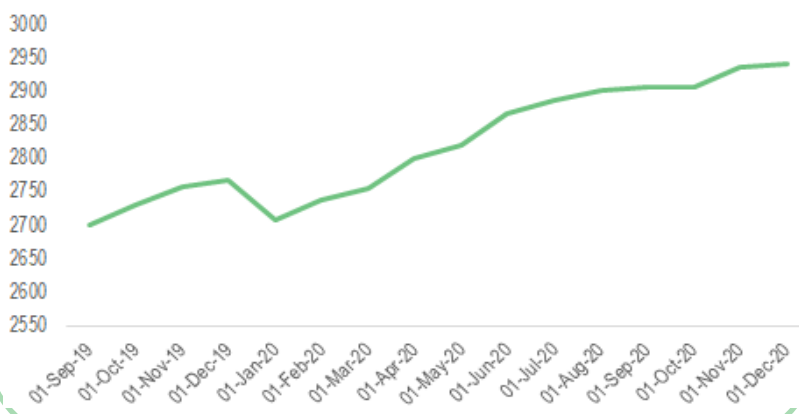
COIN	CSCN	LAN	SEMH	SLDD
0 planned places 2020-21	139 planned places 2020-21	0 planned places 2020-21	0 planned places 2020-21	171 planned places 2020-21
0 pupils on roll October 2020	142 pupils on roll October 2020	0 pupils on roll October 2020	0 pupils on roll October 2020	179 pupils on roll October 2020

Specialist Centres

High COIN	Low COIN	LAN	HI	VI
83 planned places 2020-21	35 planned places 2020-21	31 planned places 2020-21	33 planned places 2020-21	0 planned places 2020-21
89 pupils on roll October 2020	27 pupils on roll October 2020	25 pupils on roll October 2020	21 pupils on roll October 2020	0 pupils on roll October 2020

North East SEND school places

Number of children and young people aged 0-25 with an EHCP residing in NE Surrey



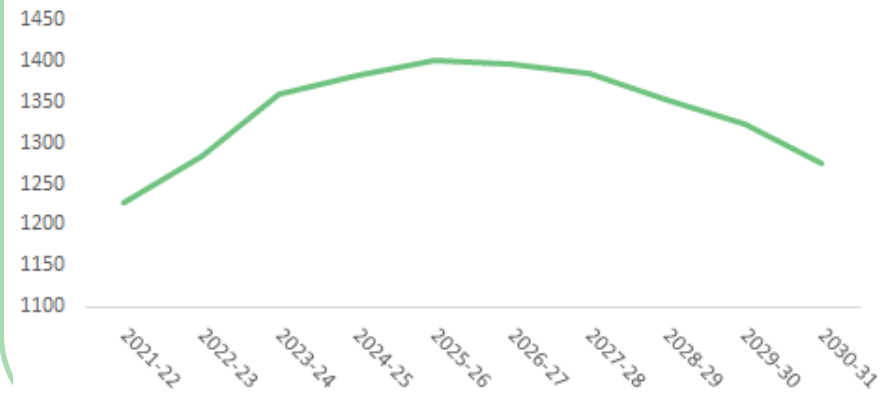
Total number of children and young people with an EHCP, residing in NE Surrey and attending a specialist provision (maintained or non-maintained independent) in 2020-21

1185

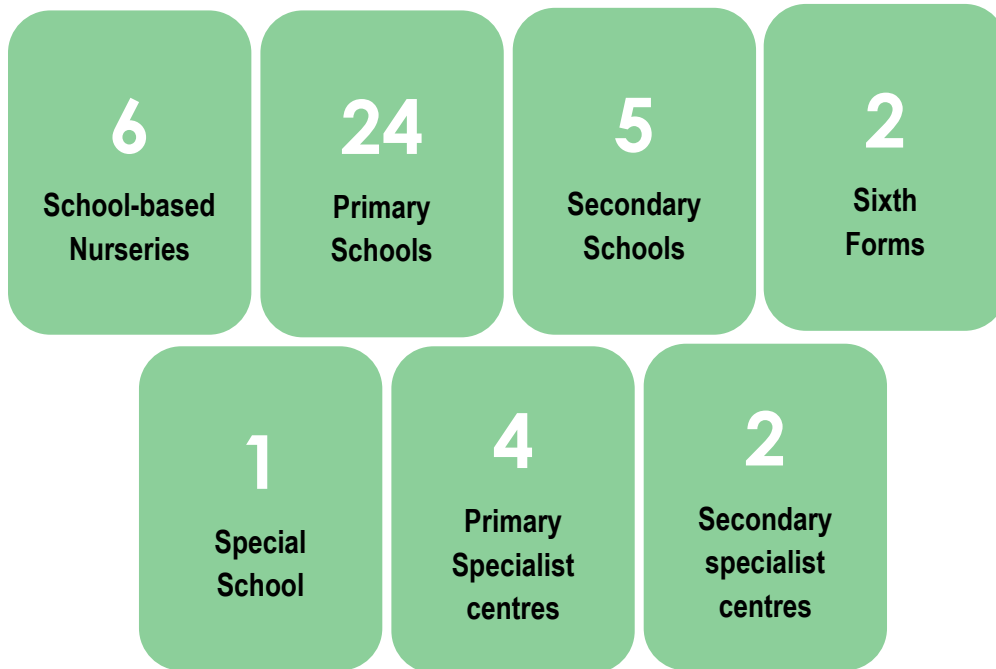
Total planned places in maintained special schools and specialist centres in NE Surrey in 2020-21

492

Projected number of children and young people with an EHCP living in NE Surrey who will require a specialist school/centre place



In Runnymede, there are:



Births

Births increased by 27% in the decade to 2012.

At their highest, births in the borough reached 1007 and increased year on year throughout the period

Births have now decreased by 11% since 2012.

Births in the borough have decreased or plateaued year on year, reaching a low of 895 in 2019. This is lowest birth rate in the borough since 2006.

Planning Areas

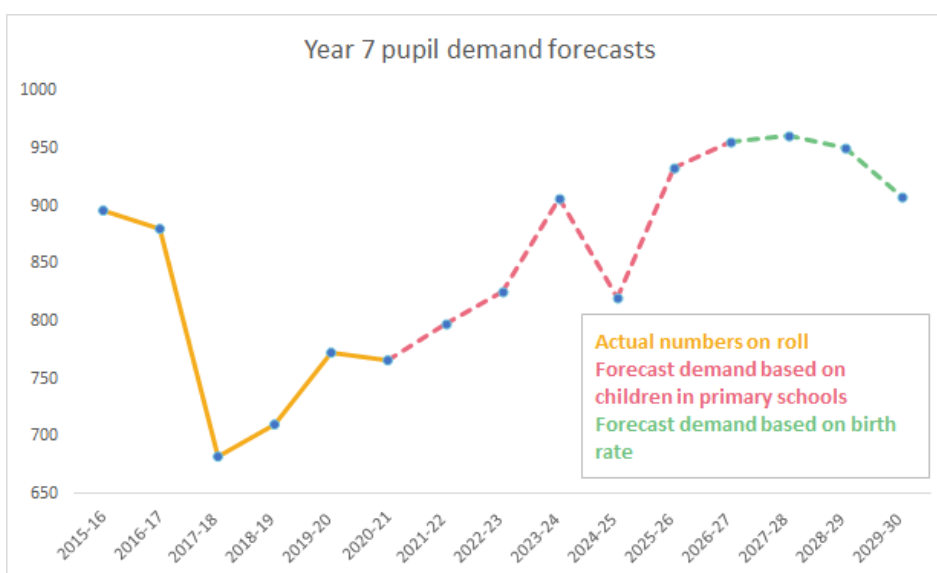
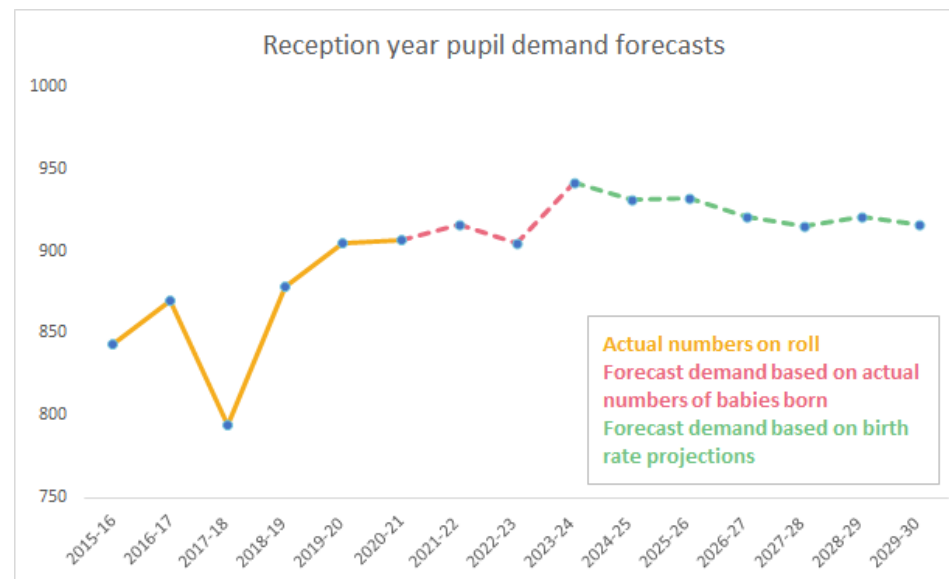
Runnymede is made up of five individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Runnymede is a single secondary planning area, this means that demand for secondary places is estimated across the whole borough.

Primary School Places

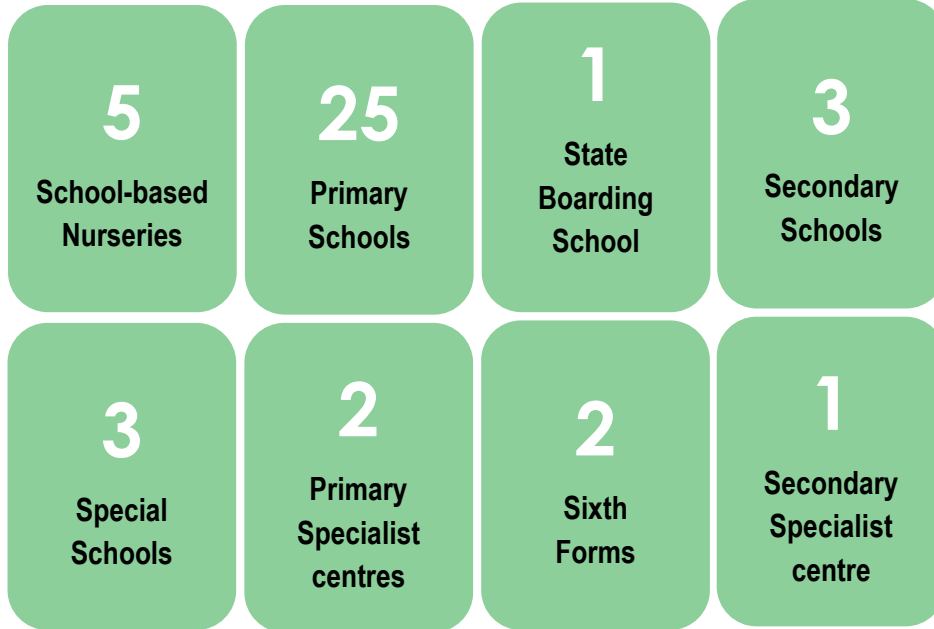
- After peaks and troughs in the short term, demand is expected to stabilise and plateau.
- Any areas of exceptional demand will stem from new housing and are expected to be in the more urban areas, such as Chertsey.
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



Secondary School Places

- Secondary demand mirrors primary demand, with peaks and troughs before a decline at the end of the period.
- Vacant capacity in existing provision will be utilised where it is reasonable to do so before any additional provision is commissioned.

In Surrey Heath, there are:



Births

Births increased by 14% in the decade to 2012.

At their highest, births in the borough reached 1029. However, this was reached earlier than in other boroughs, peaking in 2008, and declining since.

Births have now decreased by 19% since 2012.

Births in the borough have decreased or plateaued year on year, reaching a low of 792 in 2018. Surrey Heath was the only borough to see a significant rise in birth rate for 2019, increasing to 837.

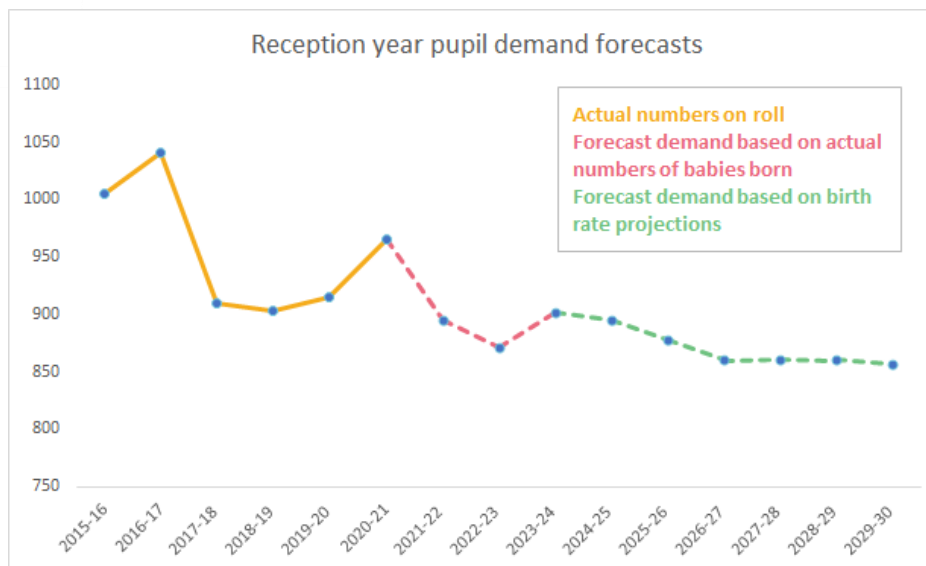
Planning Areas

Surrey Heath is made up of six individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Surrey Heath is separated into two planning areas, meaning that secondary places are planned to the east and to the west of the borough.



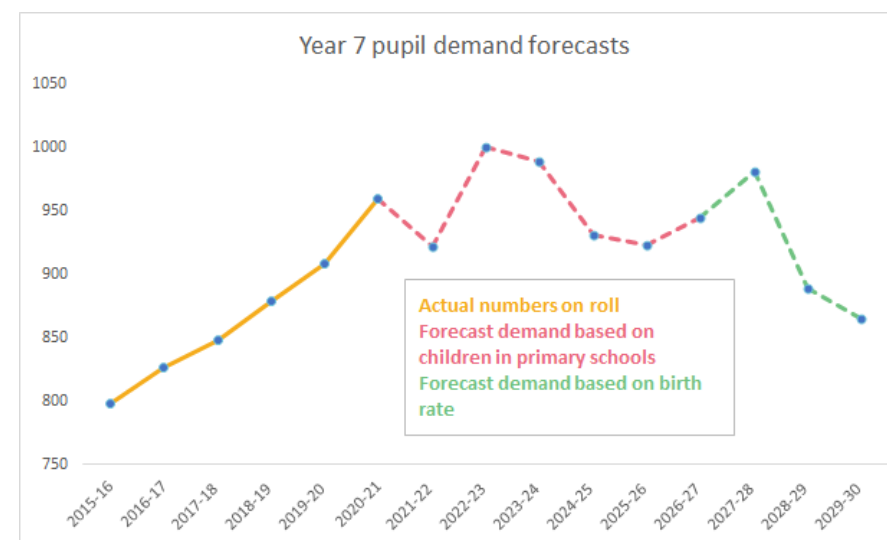


Primary School Places

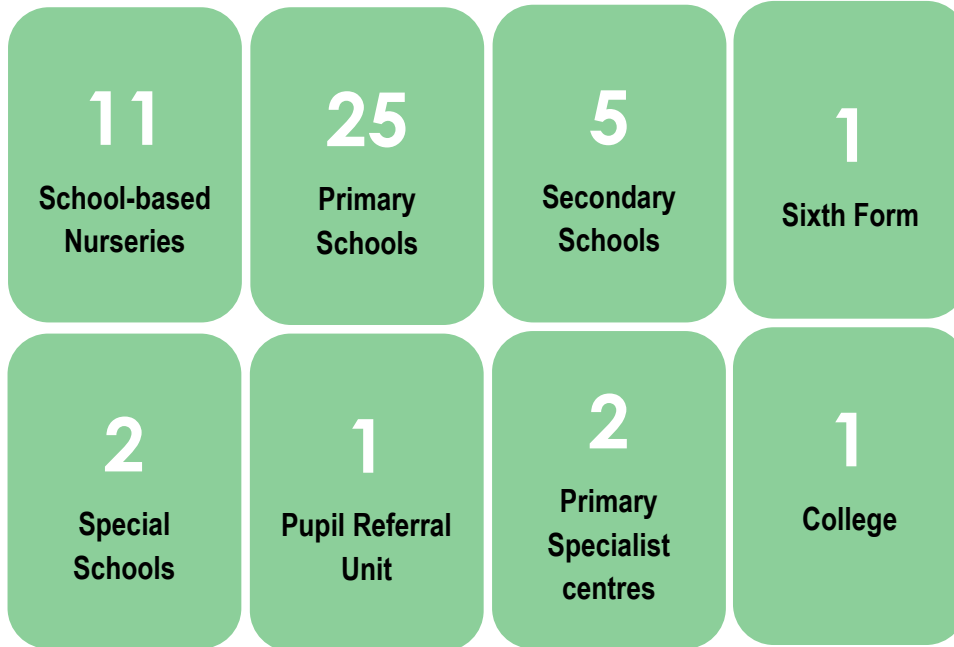
- Demand is expected to fall in the short term before reaching a plateau. There are likely to be surplus places across the borough.
- Any areas of exceptional demand will stem from new housing .
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

Secondary School Places

- Secondary demand mirrors primary demand, with peaks and troughs before a decline at the end of the period.
- Any demand increases are driven by new housing, and the impact of the pandemic on housing supply will need to be monitored.
- Vacant capacity in existing provision in will be utilised where it is reasonable to do so before any additional provision is commissioned.



In Woking, there are:



Births

Births increased by 37% in the decade to 2012.

At their highest, births in the borough reached 1531 and increased year on year throughout the period

Births have now decreased by 23% since 2012.

Woking saw the biggest decrease in births in 2013, dropping by 220.

Births in the borough have decreased or plateaued year on year since, reaching a low of 1177 in 2019. This is lowest birth rate in the borough since 2004.

Planning Areas

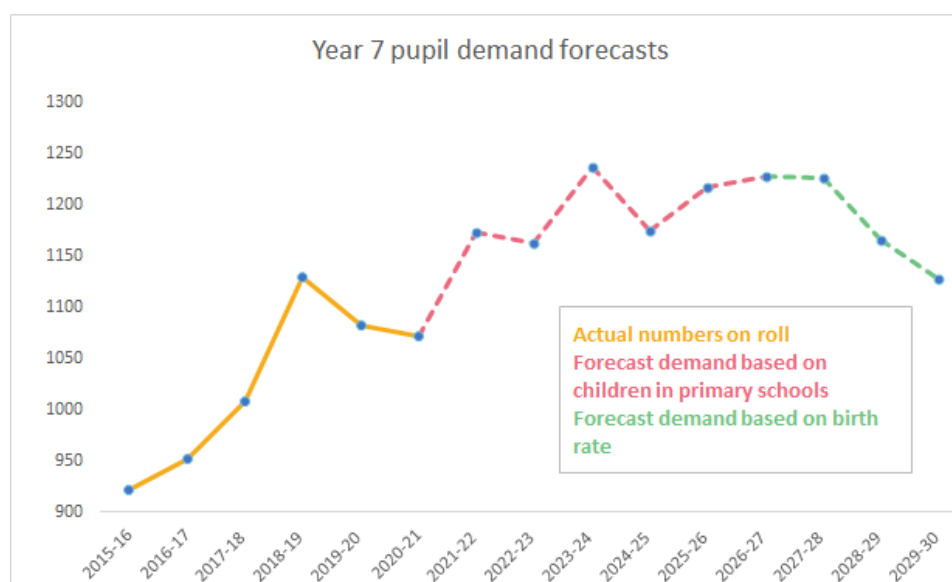
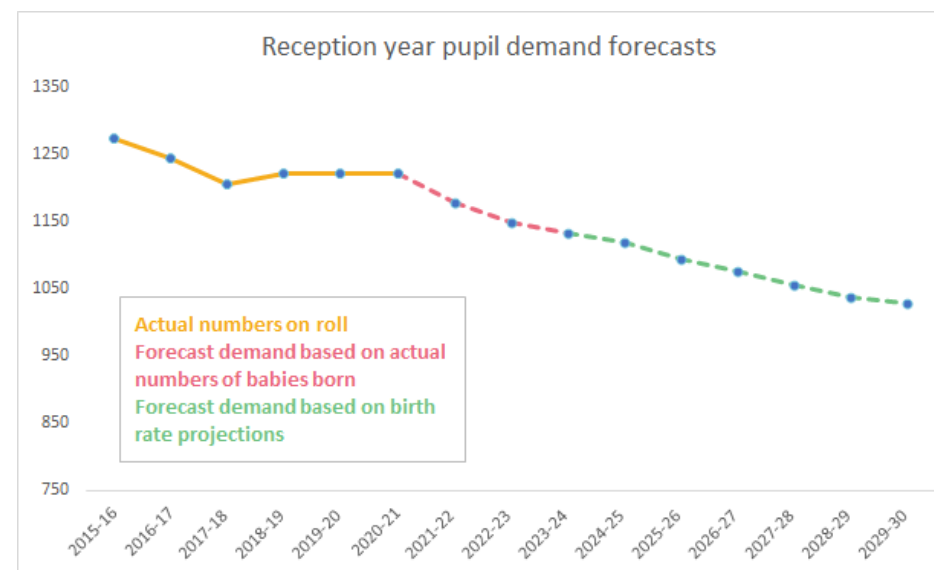
Woking is made up of five individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Woking is a single secondary planning area, this means that demand for secondary places is estimated across the whole borough.

Primary School Places

- Demand is expected to fall throughout the planning period, reflecting the declining birth rate.
- Any areas of exceptional demand will stem from new housing .
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



Secondary School Places

- Secondary demand mirrors primary demand as the larger cohorts transition to secondary school before a decline at the end of the period.
- Vacant capacity in existing provision in will be utilised where it is reasonable to do so before any additional provision is commissioned.
- Given the decline at the end of the planning period, any additional provision is likely to be temporary to protect the sustainability of provision.



North West SEND school places

Current number of places and pupils on roll at special schools and specialist centres in NW Surrey

Special Schools

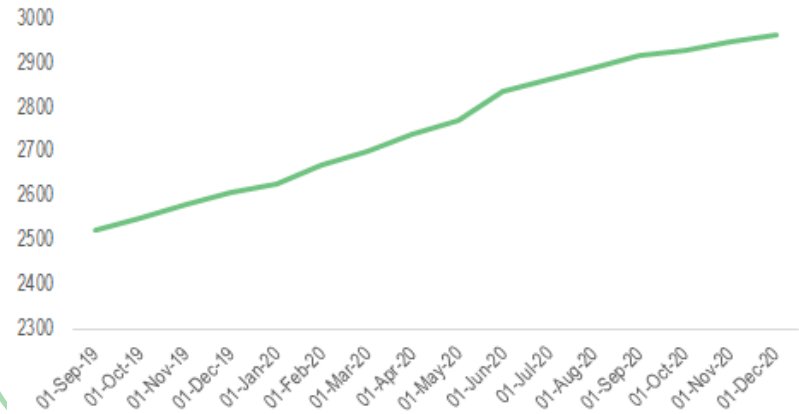
COIN	CSCN	LAN	SEMH	SLDD
0 planned places 2020-21	193 planned places 2020-21	416 planned places 2020-21	70 planned places 2020-21	115 planned places 2020-21
0 pupils on roll October 2020	193 pupils on roll October 2020	410 pupils on roll October 2020	66 pupils on roll October 2020	117 pupils on roll October 2020

Specialist Centres

High COIN	Low COIN	LAN	HI	VI
48 planned places 2020-21	55 planned places 2020-21	53 planned places 2020-21	0 planned places 2020-21	19 planned places 2020-21
49 pupils on roll October 2020	60 pupils on roll October 2020	51 pupils on roll October 2020	0 pupils on roll October 2020	15 pupils on roll October 2020

North West SEND school places

Number of children and young people aged 0-25 with an EHCP residing in NW Surrey



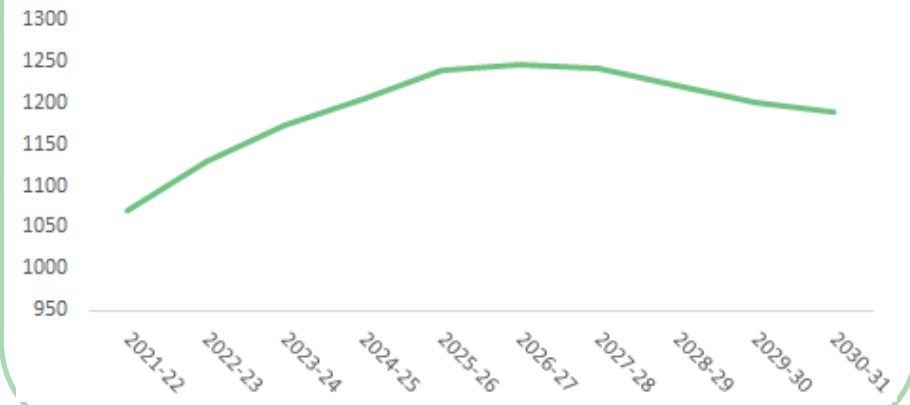
Total number of children and young people with an EHCP, residing in NW Surrey and attending a specialist provision (maintained or non-maintained independent) in 2020-21

1039

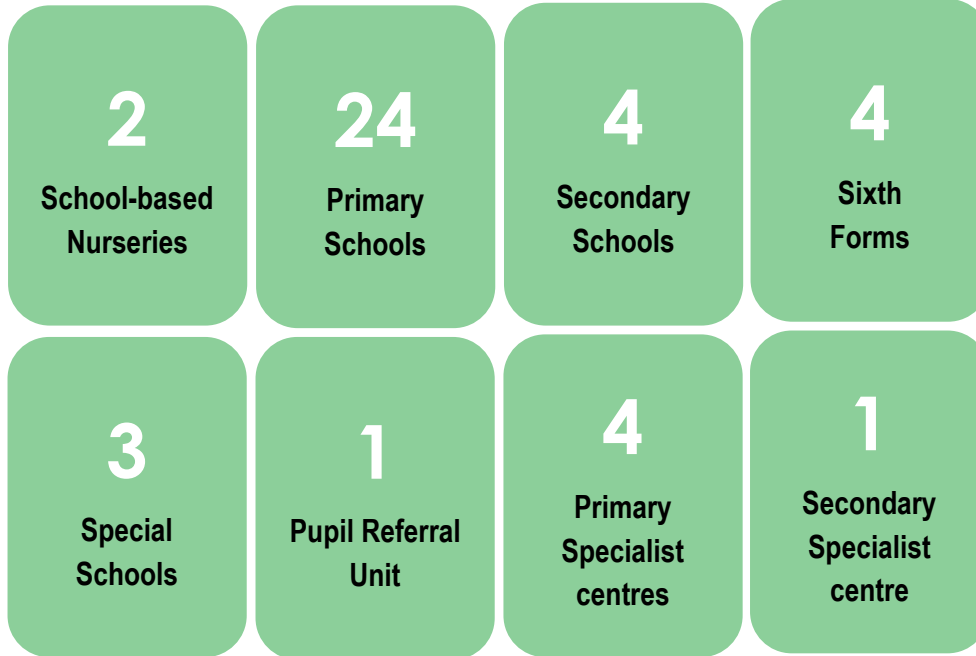
Total planned places in maintained special schools and specialist centres in NW Surrey in 2020-21

969

Projected number of children and young people with an EHCP living in NW Surrey who will require a specialist school/centre place



In Mole Valley, there are:



Births

Births increased by 12% in the decade to 2012.

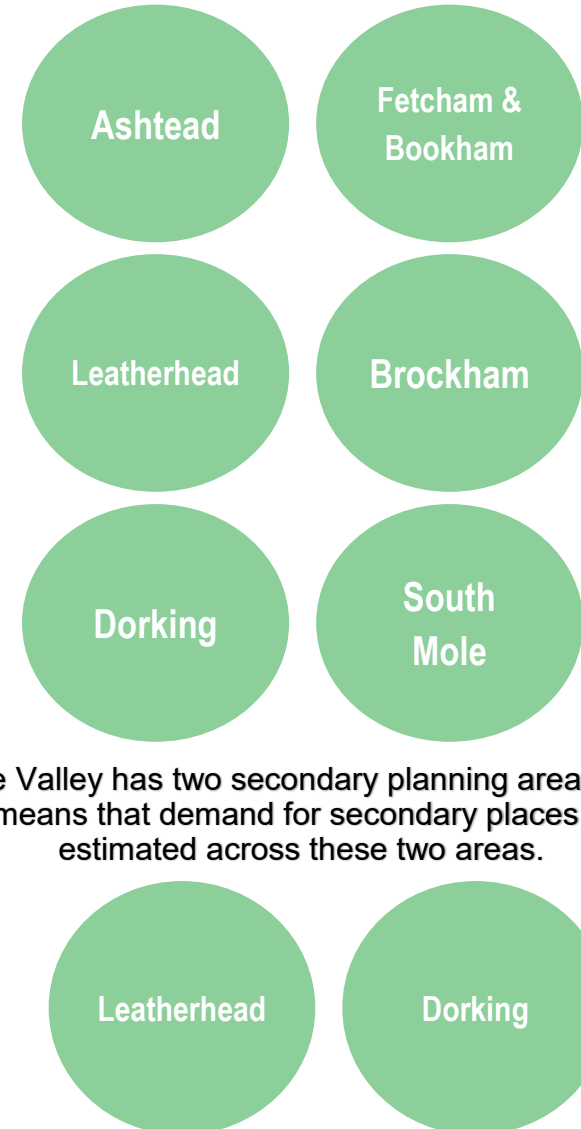
At their highest, births in the district reached 887 and increased year on year throughout the period

Births have now decreased by 14% since 2012.

Births in the borough have decreased or plateaued year on year, reaching a low of 750 in 2019. This is lowest birth rate in the district in two decades.

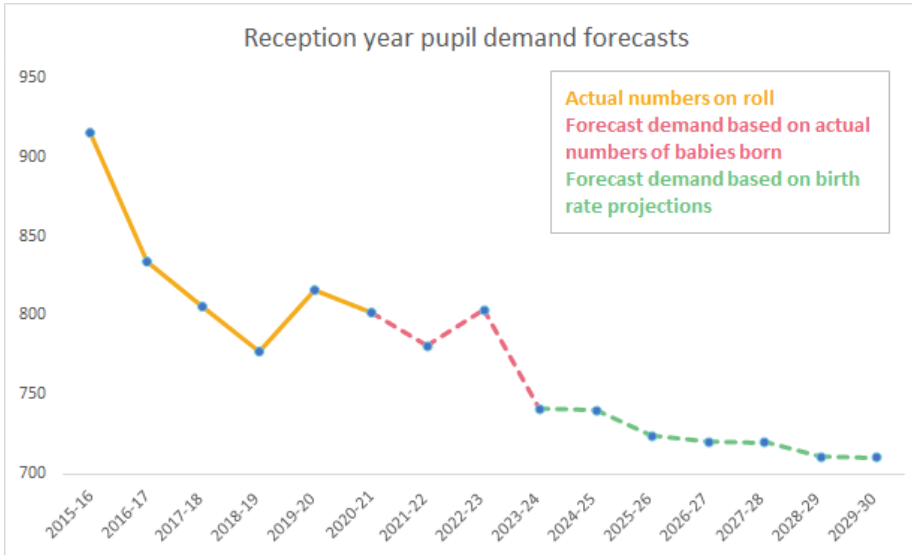
Planning Areas

Mole Valley is made up of six individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Mole Valley has two secondary planning areas, this means that demand for secondary places is estimated across these two areas.

Reception year pupil demand forecasts



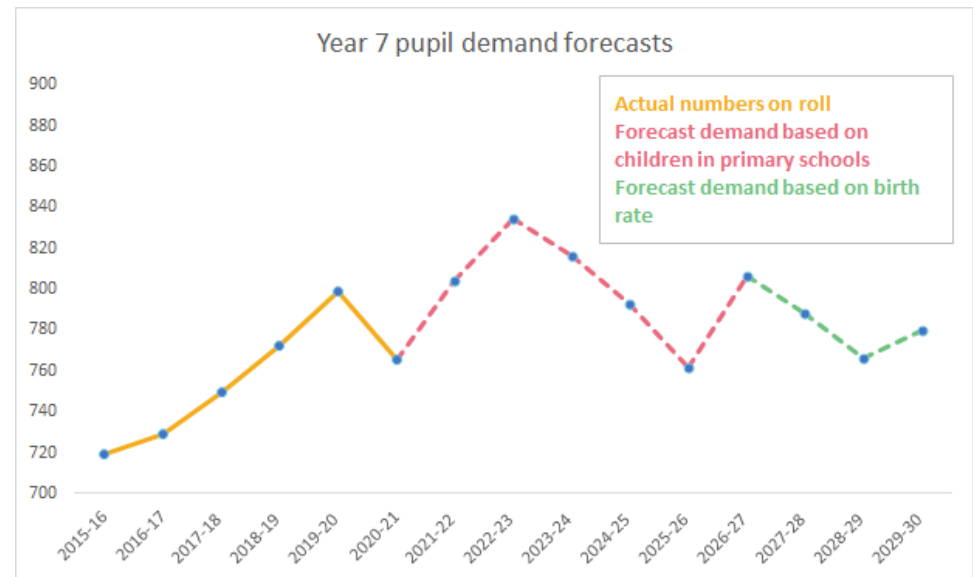
Primary School Places

- There is a general decline in demand expected, reflective of the birth rate.
- Any areas of exceptional demand will stem from new housing or unexpected migration.
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

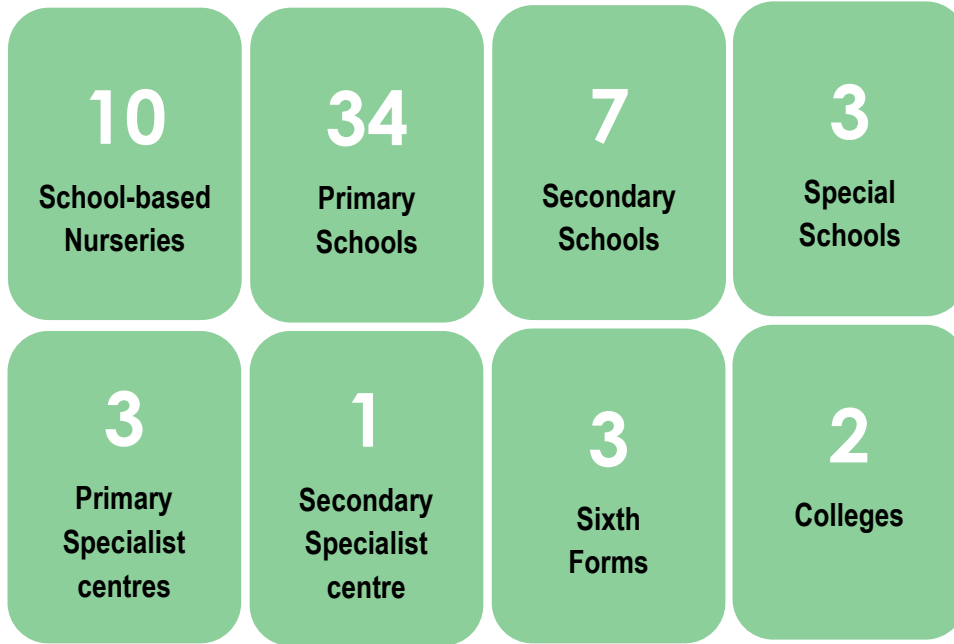
Secondary School Places

- Peaks and troughs are expected as the higher cohorts from the primary sector transition to secondary provision with a general decline expected in the long term..
- Demand forecasts are impacted by existing pupil movement trends—faith schools tend to recruit pupils from a larger area outside the district boundaries, who do not attend other schools in the area if they are unsuccessful in obtaining a faith based place.

Year 7 pupil demand forecasts



In Reigate & Banstead, there are:



Births

Births increased by 29% in the decade to 2012.

At their highest, births in the borough reached 1889 and increased year on year throughout the period

Births have now decreased by 9% since 2012.

Births in the borough have decreased or plateaued year on year, reaching a low of 1709 in 2018, and plateauing in 2019.

Planning Areas

Reigate & Banstead is made up of seven individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.

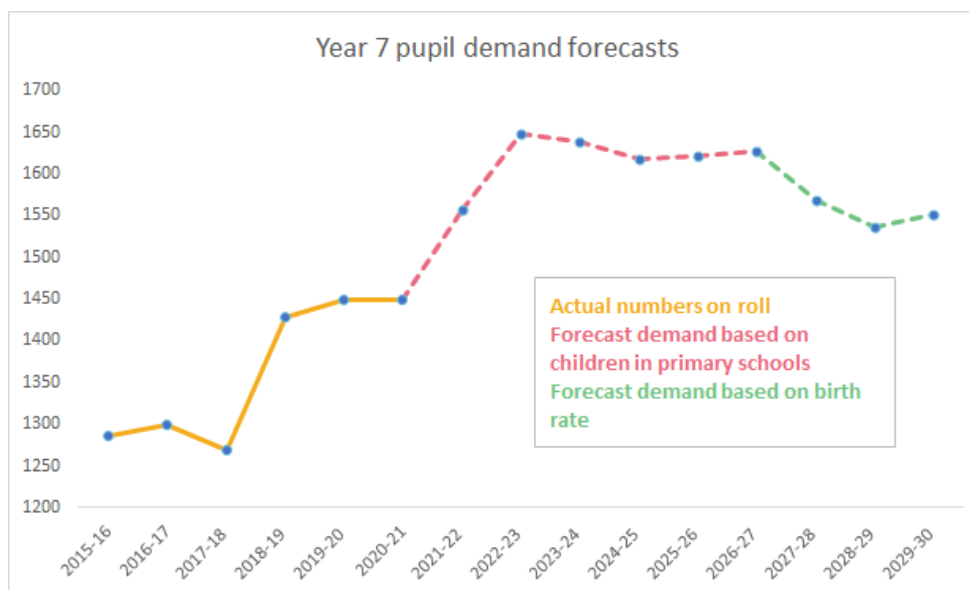
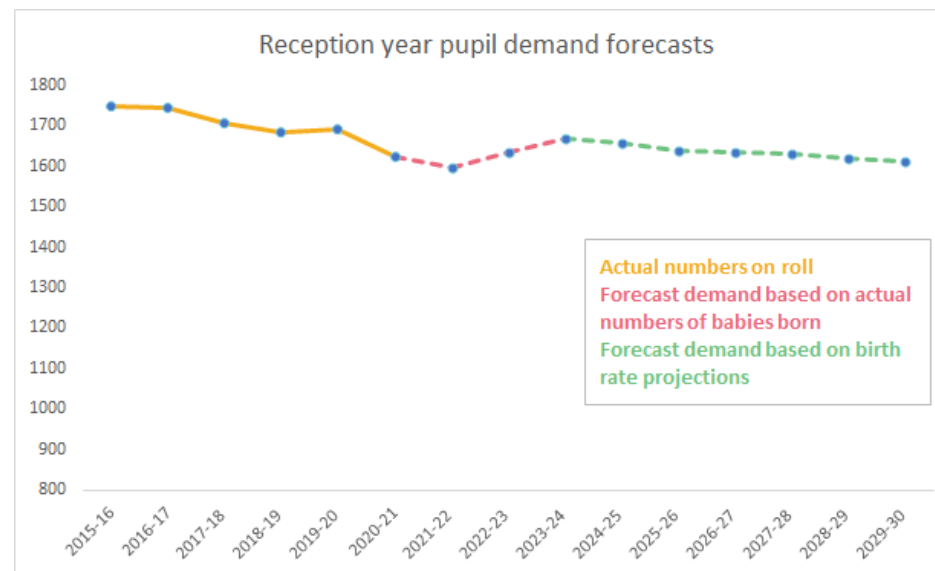


Reigate & Banstead is split into three secondary planning areas so the demand for secondary places is estimated separately for each area.



Primary School Places

- There is a general decline in demand expected, reflective of the birth rate.
- Any areas of exceptional demand will stem from new housing or unexpected migration.
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

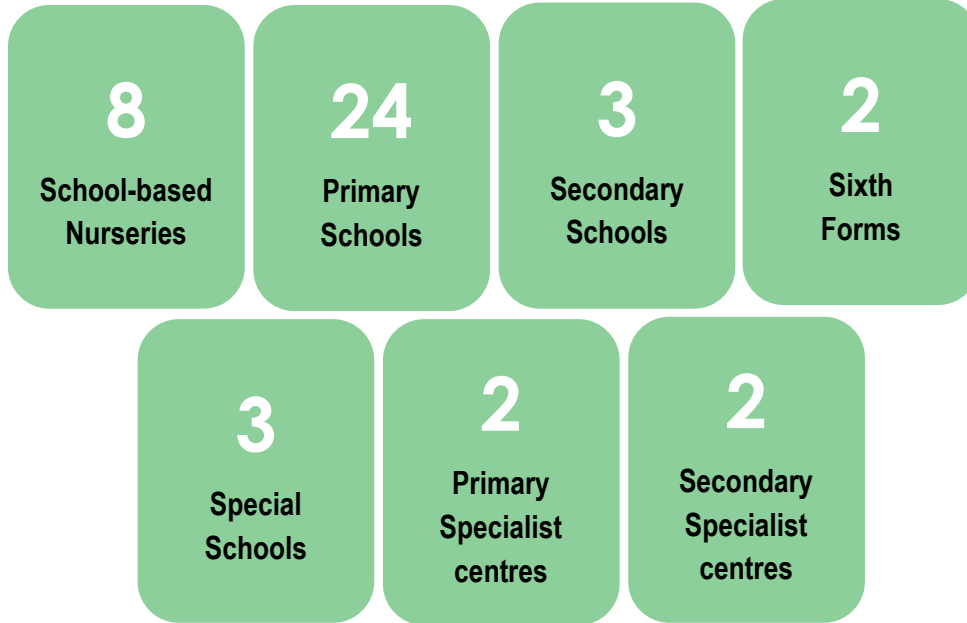


Secondary School Places

- In the short term, larger primary cohorts will be transitioning to secondary schools.
- Vacant capacity in existing provision in the centre of the borough will be utilised where it is reasonable to do so before any additional provision is commissioned.
- It is likely that demand to the south of the borough will be impacted by housing development, although it is not yet known what impact, if any, the pandemic will have on housing supply.



In Tandridge, there are:



Births

Births increased by 17% in the decade to 2012.

At their highest, births in the district reached 966 and increased year on year throughout the period. Unlike elsewhere, there has been a further peak in 2018.

Births have now decreased by 7% since 2012.

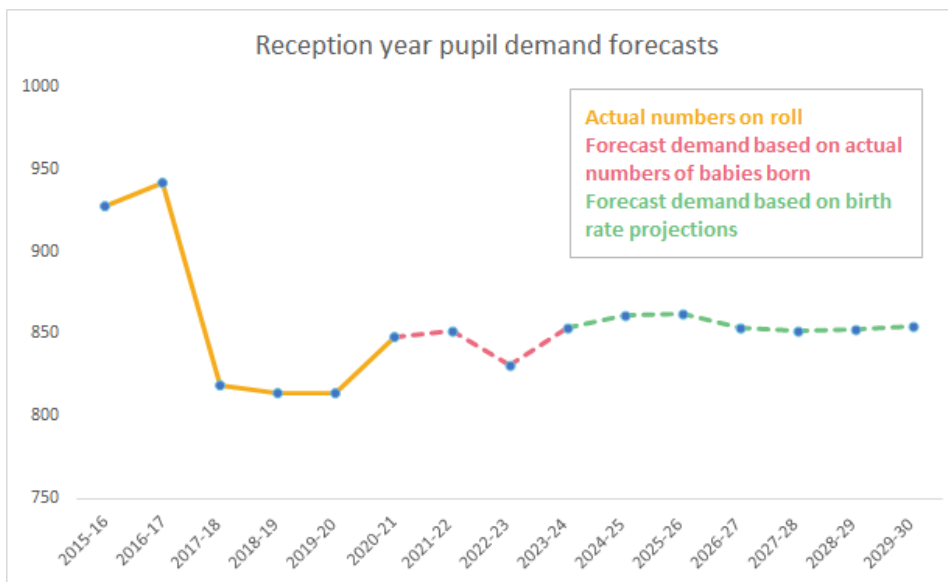
Births in the district fell significantly from 2012 and 2013, plateaued and then fell again from 2018 to 2019 to a low of 894.

Planning Areas

Tandridge is made up of five individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Tandridge is a single secondary planning area, this means that demand for secondary places is estimated across the whole borough.

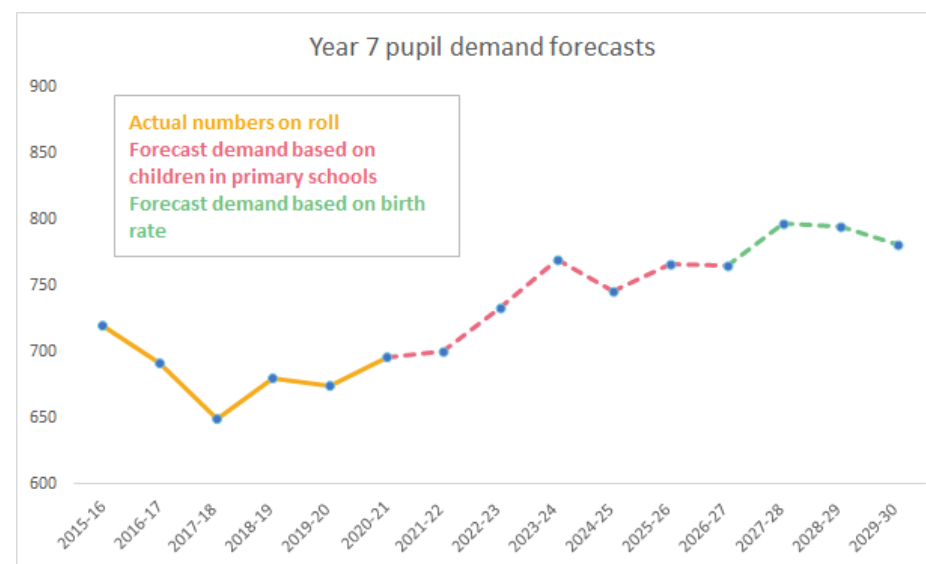


Primary School Places

- After peaks and troughs in the short term, demand is expected to stabilise and plateau.
- Any areas of exceptional demand will stem from new housing or unexpected migration.
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

Secondary School Places

- Secondary demand mirrors primary demand, with peaks and troughs before a plateau at the end of the period.
- Vacant capacity in existing provision will be utilised where it is reasonable to do so before any additional provision is commissioned.
- Forecasts are impacted by cross border movement, especially in and out of the county. In general, the district is a net importer of children.



South East SEND school places

Current number of places and pupils on roll at special schools and specialist centres in SE Surrey

Special Schools

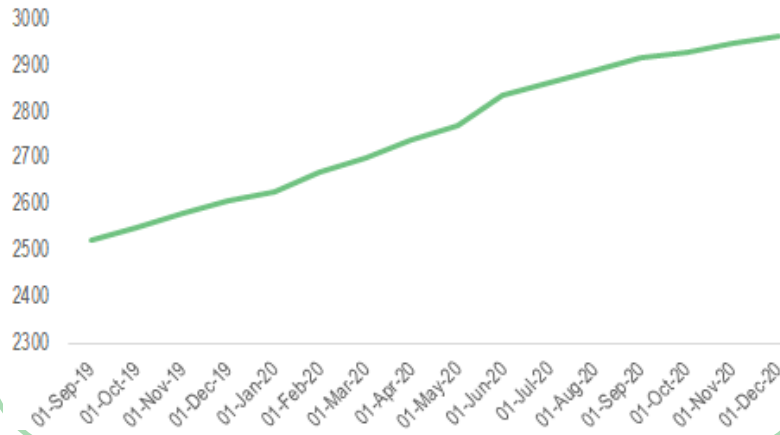
COIN	CSCN	LAN	SEMH	SLDD
180 planned places 2020-21	70 planned places 2020-21	281 planned places 2020-21	120 planned places 2020-21	251 planned places 2020-21
180 pupils on roll October 2020	39 pupils on roll October 2020	281 pupils on roll October 2020	94 pupils on roll October 2020	255 pupils on roll October 2020

Specialist Centres

High COIN	Low COIN	LAN	HI	VI
15 planned places 2020-21	97 planned places 2020-21	30 planned places 2020-21	0 planned places 2020-21	24 planned places 2020-21
16 pupils on roll October 2020	92 pupils on roll October 2020	32 pupils on roll October 2020	0 pupils on roll October 2020	26 pupils on roll October 2020

South East SEND school places

Number of children and young people aged 0-25 with an EHCP residing in SE Surrey



Total number of children and young people with an EHCP, residing in SE Surrey and attending a specialist provision (maintained or non-maintained independent) in 2020-21

1209

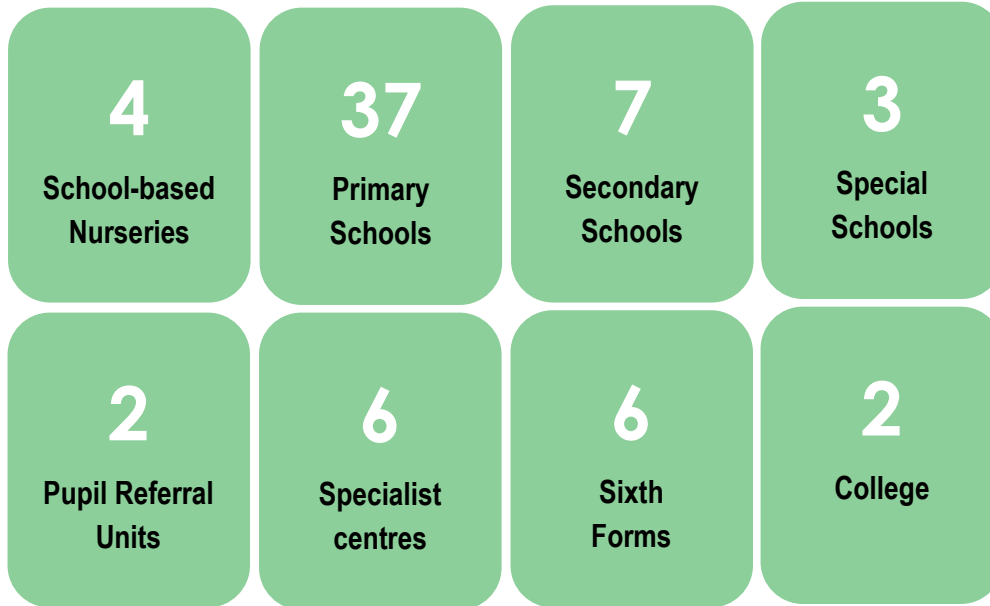
Total planned places in maintained special schools and specialist centres in SE Surrey in 2020-21

1068

Projected number of children and young people with an EHCP living in SE Surrey who will require a specialist school/centre place



In Guildford, there are:



Births

Births increased by 26% in the decade to 2012.

At their highest, births in the borough reached 1677, with some peak and troughs to reach that point.

Births have now decreased by 27% since 2012.

Births in the borough have decreased or plateaued year on year, reaching a low of 1264 in 2019. This is lowest birth rate in the borough in more than 20 years.

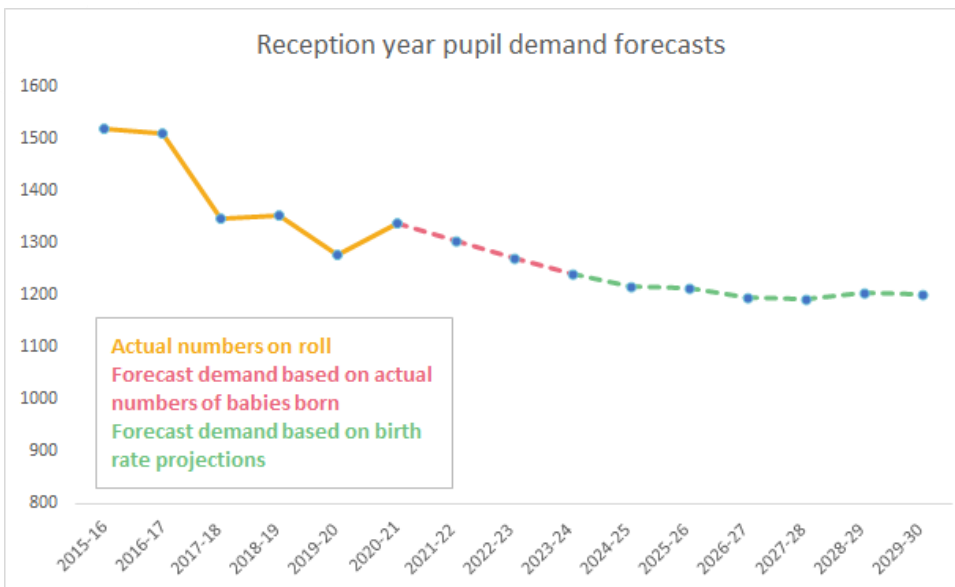
Planning Areas

Guildford is made up of nine individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Guildford borough is geographically large, and secondary schools in its area are considered as part of three different planning areas, two of which overlap borough boundaries.



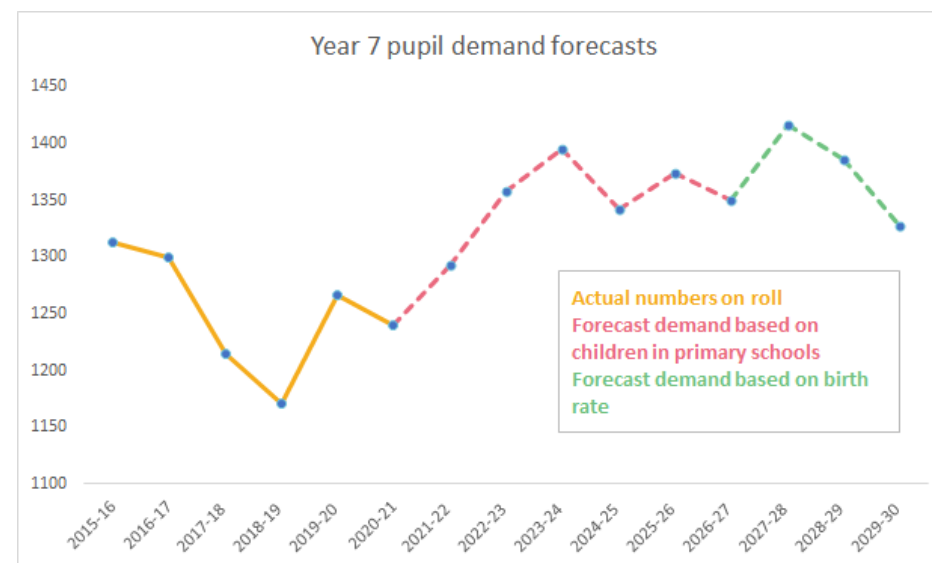


Primary School Places

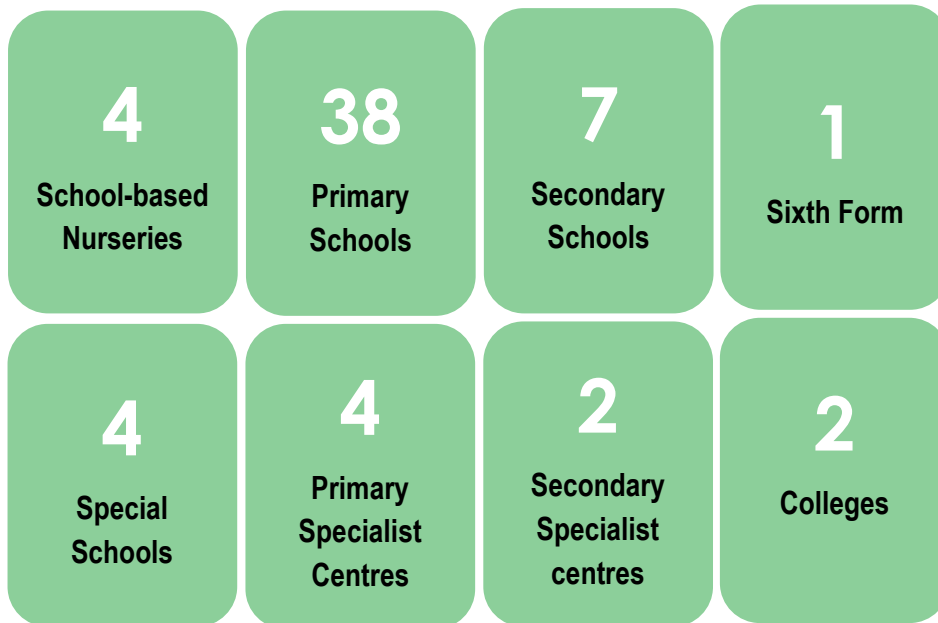
- In the medium term, we would expect that the demand for reception places will fall in line with the birth rate.
- Any exceptional demand will stem from new housing or unexpected migration.
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

Secondary School Places

- Secondary demand mirrors primary demand as the larger cohorts transition to secondary school before a decline at the end of the period.
- Vacant capacity in existing provision in will be utilised where it is reasonable to do so before any additional provision is commissioned.



In Waverley, there are:



Births

Births increased by 12% in the decade to 2012.

At their highest, births in the borough reached 1385 and increased year on year throughout the period

Births have now decreased by 18% since 2012.

Births in the borough have decreased or plateaued year on year, reaching a low of 1133 in 2019. This is lowest birth rate in the borough in two decades.

Planning Areas

Waverley is made up of seven individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.

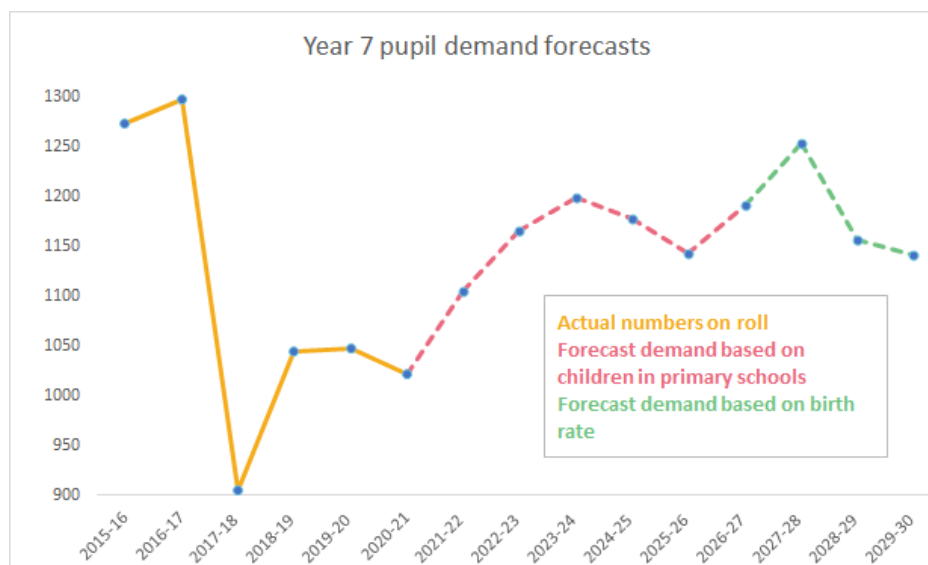
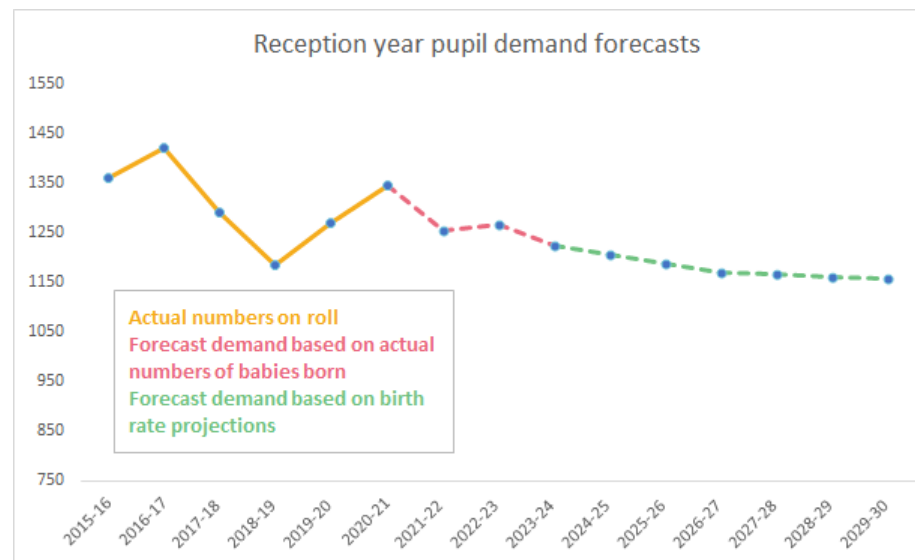


Waverley is split into four separate secondary planning areas and demand is projected across these areas, one of which overlaps the borough boundary.



Primary School Places

- In the medium term, we would expect that the demand for reception places will fall in line with the birth rate.
- Any exceptional demand will stem from new housing or unexpected migration.
- It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



Secondary School Places

- Secondary demand mirrors the peaks and troughs of primary demand as these cohorts transition to secondary school.
- Any additional provision is not forecast to be required in the short term but will be investigated in the medium to long term in line with fluctuating demand.



South West SEND school places

Current number of places and pupils on roll at special schools and specialist centres in SW Surrey

Special Schools

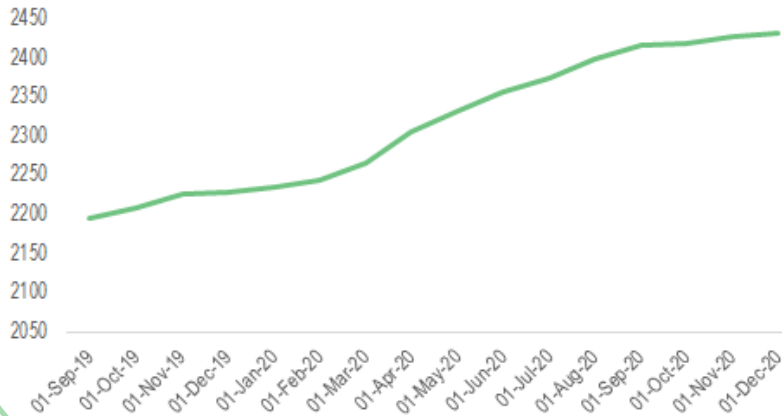
COIN	CSCN	LAN	SEMH	SLDD
150 planned places 2020-21	0 planned places 2020-21	228 planned places 2020-21	107 planned places 2020-21	256 planned places 2020-21
150 pupils on roll October 2020	0 pupils on roll October 2020	231 pupils on roll October 2020	107 pupils on roll October 2020	258 pupils on roll October 2020

Specialist Centres

High COIN	Low COIN	LAN	HI	VI
133 planned places 2020-21	68 planned places 2020-21	14 planned places 2020-21	15 planned places 2020-21	9 planned places 2020-21
119 pupils on roll October 2020	62 pupils on roll October 2020	13 pupils on roll October 2020	14 pupils on roll October 2020	4 pupils on roll October 2020

South West SEND school places

Number of children and young people aged 0-25 with an EHCP residing in SW Surrey



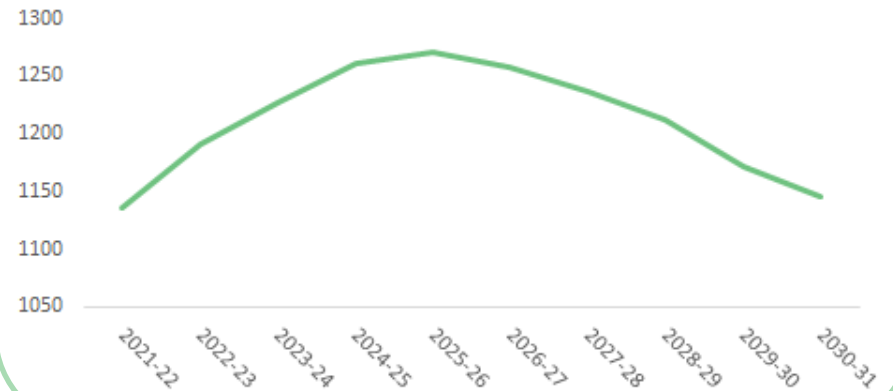
Total number of children and young people with an EHCP, residing in SW Surrey and attending a specialist provision (maintained or non-maintained independent) in 2020-21

1127

Total planned places in maintained special schools and specialist centres in SW Surrey in 2020-21

980

Projected number of children and young people with an EHCP living in SW Surrey who will require a specialist school/centre place



SURREY COUNTY COUNCIL

CABINET

DATE: 23 FEBRUARY 2021

REPORT OF: MRS JULIE ILES, CABINET MEMBER FOR ALL-AGE LEARNING

LEAD OFFICER: RACHAEL WARDELL, EXECUTIVE DIRECTOR FOR CHILDREN, FAMILIES AND LIFELONG LEARNING

SUBJECT: SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) TRANSFORMATION PROGRAMME UPDATE

ORGANISATION STRATEGY PRIORITY AREA: Tackling Health Inequality/Empowering Communities



16

SUMMARY OF ISSUE:

The SEND Transformation Programme was established as a means to achieve the strategic aims outlined in Surrey's SEND Partnership Strategy 2019-2022. The SEND Strategy is ambitious about improving outcomes for children and young people with special educational needs and disabilities and the whole system approach to achieve the step change needed. This requires educational settings, health commissioners and providers, Surrey County Council's social care and education services working together with children and their families to meet needs, within the context of national funding that has not kept pace with demand. The SEND transformation programme is designed to deliver improved outcomes for children and young people with SEND. This report outlines what the SEND Transformation Programme has achieved so far and the proposed focus for 2021 to embed and accelerate change.

The SEND Transformation Programme's is aligned with Surrey's Community Vision 2030, which seeks to realise the Council's ambition that everyone benefits from education, skills and employment opportunities that help them to succeed in life. The SEND Partnership Strategy 2019-2022 emphasises the better long-term outcomes for children and young people educated closer to home, with the right support so that children and young people who have SEND can live, learn and grow up locally to achieve their potential.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Reviews and notes the progress of the SEND Transformation programme so far and its impact for children and young people with SEND and their families,
2. Agrees the focus and priorities for the programme for 2021-22 to embed and accelerate change.

REASON FOR RECOMMENDATIONS:

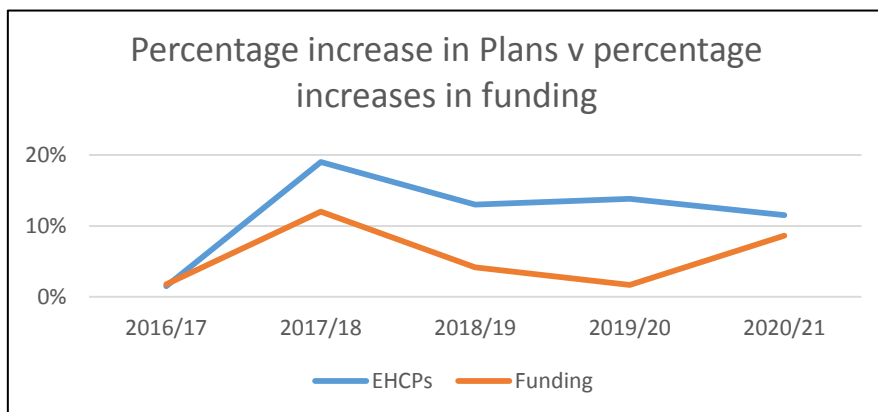
The Council has invested significant resources into the SEND Transformation programme, and it is important that the return on this investment makes a demonstrable difference and is targeted for maximum benefit. The programme has made great progress already in introducing

the foundations of early help and targeted support for children in mainstream settings and committed a further £79m capital investment to increase specialist provision in Surrey.

Despite the continued challenges of the pandemic and new lockdown arrangements, work continues to ensure that the vital projects and pathways introduced by the programme are delivering the benefits anticipated, including additional places for children with SEND closer to home and early support without the requirement for a statutory Education, Health and Care plan. In December 2020, following a meeting to monitor work to improve the attendance of children with SEND, the Department for Education and NHS England concluded that the Council and its partners have demonstrated clear and sustained progress on SEND and that six monthly monitoring of the action plan is no longer required.

Background:

1. The SEND Partnership Strategy has four key aims, which in turn underpin the focus of the SEND Transformation Programme. These are:
 - **Early joined up identification, response and provision:** As children's needs are identified and met at the earliest possible stage, children should have access to the right provision to reach their potential and demand for long term statutory support reduces.
 - **Children thriving in their local communities:** With most children attending their local mainstream school with the right help and support and enough special maintained provision for those who need it, children should be able to live at home with their family.
 - **Better experiences for families:** By providing families with the right information and advice and making the system easier for them, families should receive a consistently good quality service.
 - **Financial sustainability and better use of resources:** Our focus on improving outcomes and value for money, joint commissioning and decision-making should ensure that the high needs grant funding available will be sufficient to meet children's needs within 5 years.
2. This is set in the context of historical increases in demand for SEND provision, largely driven by changes in legislation in 2014 as well as increased complexity of children's needs, and funding from government that has not kept pace. The table below illustrates the percentage increases in statutory Education, Health and Care Plans (EHCPs) and increases in funding through the High Needs Block since 2016. The combination of such significant increase in demand and lower rates of funding increase have resulted in an unsustainable financial position, with a likely cumulative deficit of c.£80m at the end of this financial year. For this reason, fundamental transformation of SEND is key to creating a sustainable and balanced High Needs funding position.



Progress and impact so far:

3. In this first phase of the SEND Transformation work, there have been some tangible new interventions delivered that are enabling better early support for children and providing parents, carers and young people with information and support when they need it to promote resilience and independence.
4. The programme's headline areas of delivery and progress are set out below.

5. **Graduated Response and Profiles of Need**

Through the transformation programme, the Council invested in a new Graduated Response approach. A new framework has been developed including a Profile of Needs for all professionals to use as a guide to understand the level of need and support available to meet that need. Schools working with the Graduated Response Team, SEND Caseworkers and a range of other professionals are able to consistently identify the right support for children with a wide range of needs.

6. **Learners' Single Point of Access**

In July 2020, the Council introduced a new 'front door' for vulnerable learners, their parents and the professionals who support them to access advice, information and support. The Learners' Single Point of Access (L-SPA) provides parents and professionals with direct access to advice on how to access the support they need. It has received over 4,200 calls to date, with up to 60% resolved at this first point of contact. Through the new Request for Support pathway, professionals or families can request support for a child or young person to access a wide range of support without the need for a statutory assessment, or if they are unsure of whether a child or young person's needs would meet statutory levels.

7. The L-SPA helps to navigate to services, support and specialist advice quickly so that children and young people can be supported faster and earlier. There is no threshold for support and the multi-disciplinary team of Educational Psychologists, occupational and Speech and Language Therapists, Mental Health Workers, social care, specialist teachers, early years advisors and SEN caseworkers work with the family and the school to help them access a package of support.
8. With all requests coming through the L-SPA, the multi-agency team is able to analyse data in much greater detail; looking at the calls and requests coming through and identifying trends and themes by age group, by primary need, by geographical area,

or by school. This insight will then be used to inform commissioning and to work proactively with schools to offer earlier intervention to meet needs earlier and to prevent EHC needs assessment requests.

9. **Early Support Service and Intervention Fund**

The new Early Intervention Funding (EIF) was launched in April 2020 and is designed to address the barriers to young children reaching their full potential. This includes special educational needs and disabilities as well as environmental factors such as early trauma and social and economic deprivation. The funding can be used to enhance the staff ratio, to provide training for the workforce, to support transitions into school and for other specific interventions all of which are focused on closing the attainment gap between the most disadvantaged and their peers.

10. The clear expectation is that through enabling early identification of need and interventions, there will be fewer requests for Education Health and Care plans required in order to meet needs appropriately; there will be a reduction in the level and duration of future support later in children's school careers; and more children will be supported in mainstream rather than specialist provision. So far, over 250 schools and settings have accessed EIF.

11. **Whole School SEND Leadership Programme**

In partnership with SAfE (the Schools Alliance for Excellence), the Council is supporting mainstream schools to participate in the Department for Education's (DfE) Whole School SEND Leadership Programme. This programme builds the capacity of schools to support children with a wide range of additional educational needs effectively. In this first phase, over 100 school leaders, representing 70 Surrey schools, are now actively taking part in the programme. This take up demonstrates the commitment of school leaders to inclusion for children with SEND. These schools represent the first wave of participation in the Whole School SEND programme; they will act as advocates for other mainstream schools to participate and grow the inclusion agenda in Surrey.

A peer review programme is underway involving national leaders in SEND and 67 schools across Surrey with the aim of identifying and strengthening best practice.

12. **Understanding need and demand – Autism, Social Emotional and Mental Health and 0-4**

The programme expanded in 2020 to provide a better and systemic understanding of SEND need and demand in Surrey, in order to inform strategy and commissioning. Analysis confirmed that of Surrey's circa 10,700 children with an EHCP, the primary need identified for one third is autism. To respond to this significant and growing need, the Council undertook a consultation in Autumn 2020 to understand the experiences of professionals, parents, children and young people in relation to autism and the support children receive at home, school, health settings and in the community. The consultation received over 1,000 responses, and the results are informing a new All-Age Autism Strategy in the next phase of the programme from Spring 2021.

New projects focussed on Social Emotional and Mental Health and early support for children aged 0-4 have also been added to the programme and will begin to inform commissioning with health in the next phase of the programme.

13. **SEND Capital Programme**

Cabinet has now agreed capital investment of £79m to create up to 1,600 additional specialist school places in Surrey to enable more children with SEND to attend school within the County and closer to home. The Council's analysis revealed that priority expansion was necessary for Secondary and Post-16 special school provision in the South East, North West and North East quadrants. Specialisms in the following need types were also identified: Autism/Communication & Interaction Needs, Social Emotional and Mental Health Needs and Cognition & Learning Needs (Moderate Learning Difficulties). The analysis revealed long-term deficits in planned places and an increase in forecast growth for these three need types.

14. The specialist provision is being created through three new schools, two Free Schools and one Council funded, as well as expansion of existing high-quality Surrey maintained special schools and the creation of specialist units in mainstream schools. Two-hundred new places will be delivered for September 2021, and a further 400 for September 2022.

15. **Impacts**

As a result of this work, there are evidenced improvements in SEND. The 14-month trend is of a sustained reduction in EHC needs assessment requests. While some of the reduction may be attributed to Covid-19, there is evidence that children are accessing support through the graduated response and L-SPA that meets their needs without a statutory plan. There is a marked improvement in the timeliness of issuing EHCPs, so that for those children for whom a plan is necessary, they are accessing specialist provision quicker. There are also corresponding improvements in the timeliness of annual reviews for children with an ECHP, meaning that support can be amended appropriate to their current needs in order to achieve their objectives, and preparation for adulthood is consciously planned for at an earlier stage.

16. Alongside this, improvements in the oversight of provision for children with SEND in independent specialist settings are ensuring both placement value and also that children are receiving the appropriate provision in these settings.
17. In December 2020, following a meeting to monitor work to improve the attendance of children with SEND, the Department for Education and NHS England concluded that based on the evidence, the Council and its partners had demonstrated clear and sustained progress on SEND. They acknowledged that this positive result comes as the result of a great deal of commitment and hard work on the part of the local authority, the Clinical Commissioning Group, Family Voice Surrey, families and front-line staff across education, health and social care. They drew attention to the concerted effort to engage with parents and improved communication and information sharing, which is reaching a wider number of parents. Despite the unprecedented pressures arising from the Covid-19 crisis, these improvements have been made against an extremely challenging backdrop. They encouraged Surrey SEND partners to build on these successes to continue to support some of the most vulnerable children and young people in society and to continue the positive work with parents.

Impact of Covid-19:

18. As outlined above, the transformation programme is continuing to be delivered at pace despite the impact from the pandemic. Across the SEND partnership, significant effort

and resources are working to manage and mitigate the impact of the pandemic, and the commitment remains to deliver the vital improvement priorities.

19. Importantly for Surrey's most vulnerable children, there has been tremendous partnership working across the Council and with schools and settings to maintain educational provision for them. In Surrey, during the first lockdown in the Spring 2020, children with an Education, Health and Care plan (EHCP) continued to attend school where it was safe to do so. Twenty-three per cent of Surrey children with an EHCP attended school compared to 16% nationally.
20. However, anxiety caused by Covid-19 has created a much higher number of parents choosing to electively home educate their children. Referrals into the Children's Single Point of Access (C-SPA) have increased, as have crisis referrals to CAMHS compared to previous years in the same period. Children, particularly those with autism, have been unsettled by the absence of structure and routine. This does not change the areas of focus for the transformation programme, but it does mean the context is more challenging.

Focus for 2021-22:

21. In order to drive the next phase of the transformation programme and accelerate change, the focus has been honed for 2021-22 to prioritise those partnership activities that will have the biggest impact on outcomes for children with SEND and longer-term financial sustainability. This will build on the progress made so far by embedding the early help and preparation for adulthood offers and significantly increasing specialist provision in Surrey. The proposed four areas of focus are set out below.
22. **Inclusion in mainstream schools**

Aligning the SEND system offer to a focus on prevention and early intervention so that the vast majority of children with SEND have a supported mainstream and local education. Key to deliver this will be:

 - Quality first teaching in schools, teaching that emphasises high quality, inclusive teaching for all pupils in a class differentiated to their learning
 - Knowledge, skills and capacity building across our system to support children and their families
 - Releasing capacity and creativity in order to make the best use of our resources and expertise
 - Outreach and support hubs building on our inclusive practice and the experience of our good and outstanding specialist schools and centres.
23. Ensuring the right response on children's entry into the SEND system is crucial to address their needs early and to enable more children to develop, learn, participate and achieve in an inclusive, mainstream environment. The transformation programme is intensifying its aim to ensure quality provision is in place, both in and alongside mainstream schools, so that children have access to the support they need at an early stage thereby reducing the need for a statutory response, and equipping schools with capacity and skills to support a greater range of children's SEND.
24. In 2021-22, the programme will be delivering the integration of the Graduated Response into the Early Help offer, the integration of the L-SPA and the C-SPA, an expansion of the outreach offer for mainstream schools, including a new multi-

disciplinary 'Team around the School' approach, an improved Inclusion strategy and new alternative provision commissioning and provision. In partnership with schools and the Schools Alliance for Excellence, the programme will further support them in increasing their ability to be inclusive to a broad range of SEND needs.

25. Progress will be evidenced by more children's needs being met without having to request a statutory plan; a greater percentage of children with SEND educated in mainstream schools; and reduction in the number of children with SEND missing education or accessing education outside of the county.

26. Improving outcomes, increasing value and sufficiency of specialist school places

Realising the ambition to bring children and young people who have SEND closer to home, whilst also reducing reliance on high cost out of county provision and the Non-Maintained Independent sector (NMI), by substantially increasing capacity in the Surrey maintained special sector. Key to achieving this will be:

- Maintained schools able to support and retain children with a greater range of needs
- Reducing placement breakdown/increasing stability in local provision and improving outcomes for children who can continue to go to the same school as their siblings and their friends.
- Increased school devolution to promote creativity, innovation and better use of resources aligned with need

27. The capital programme investment that Cabinet has agreed will require significant partnership working across schools and settings, health commissioners and providers and the Council SEND, place planning, commissioning and property teams. The scale of the ambition to deliver 1,600 additional new specialist places is considerable.

28. However, analysis indicates that Surrey has an overreliance on Non-Maintained and Independent placements (NMI) when compared to other local authorities, due in part to historic under-capacity in Surrey's maintained specialist provision. This year, £69m is to be spent on 1,300 children in NMIs. An average placement at an NMI is £53,000 compared to an average placement in a Surrey maintained specialist provision of £23,000. Improved contract management of NMI provision also indicates that cost, quality and outcomes can vary considerably.

29. Preparation for Adulthood

For the 84% of young people with EHCPs in Surrey who are on the journey to independent adulthood, the ambition is for young people to be provided with opportunities to grow up in their local communities and develop the life skills they need for adulthood. Key to achieve this will be:

- System focus on whole child journey to independence
- Prioritising enabling children to thrive within their family and their community
- Choice and availability of supported pathways to a positive future

30. Last year, the Council established the Preparation for Adulthood programme to develop vocational pathways. In consultation with SEND Youth Advisors, a broader range of opportunities was identified including:

- **Pre supported Internships** - offering a five day a week programme of activity to young people with SEND with a focus on increasing the employability and confidence of the participants and allowing them to experience work in a supportive environment.
- **Supported Internships** - Unpaid, opportunities to experience the work setting, and lasting for a minimum of six months.
- **Traineeships** – unpaid placement that can last from six weeks to six months and are an ideal steppingstone to an apprenticeship.
- **Apprenticeships** – Earning a salary whilst studying for a nationally recognised qualification and getting ‘on the job’ training.
- **Vocationally aligned further education college provision** - Surrey boasts four ‘Good’ Ofsted rated vocational colleges who work collaboratively to meet the needs of students with SEND in order to achieve their aspirations and outcomes.

31. In 2020, the Council commissioned HALOW, Surrey Choices and Active Prospects to provide opportunities for 41 young people from September 2020. There has been a steady, year on year increase in the percentage of SEND learners on vocational pathways: 37% in 2018/19; 50% in 2019/20; and an estimated 63% in 2020/21. This translates to having 1,848 young people on vocational pathways in Surrey.

32. The focus of the transformation work in 2021-22 is to aim for more young people coming from independent and out of County settings to join these programmes, connecting them to the opportunities that exist for them in Surrey and promoting their independence. The programme is also being expanded to create a new SEND Apprenticeship offer.

33. Partnership Accountability

The contribution of all partners to improving outcomes for children and young people with SEND and taking accountability for their impacts is evident. The partnership is focussed on building on the transformation activity to date by:

- Moving to fully shared accountability model
- Building cultural change momentum
- Strengthening the information and resources families can draw on to meet their child’s needs

34. The SEND system requires the continued commitment from all partners to making a further step change for children with SEND. No one organisation can deliver the transformation required. The focus of the programme for 2021-22 will consciously provide a collective ‘call to action’ for improved outcomes and experiences for children and young people with SEND and their families.

CONSULTATION:

35. The SEND Transformation Programme is informed by family experiences of the SEND system and the drive to improve outcomes for children and young people. The Council has worked closely with Family Voice Surrey who represent parents with children and young people with additional needs and delivered a series of consultations and engagement activities to inform the development of its strategies and its

commissioning. The Council has also engaged directly with young people to shape provision for them.

36. The SEND Transformation Programme is also subject to regular scrutiny by the Children’s, Families, Lifelong Learning and Culture Select Committee. The committee established a SEND Task and Finish Group in Autumn 2019, which reported its recommendations to Cabinet in March 2020. A progress update on delivery of the recommendations was provided to the Committee in October 2020 and was commended for the progress which was demonstrated on SEND. The Select Committee will receive a further update on SEND Transformation progress in October 2021.

RISK MANAGEMENT AND IMPLICATIONS:

Risk to strategic shift to early help and sustainability	<ul style="list-style-type: none"> • The SEND System Partnership is a mechanism for engaging key partnership in the strategic delivery of the programme. • We are prioritising development of whole system insight to track progress, enable effective decision making and better targeting of service delivery
Risk to delivering sufficiency of placements and provision that matches need	<ul style="list-style-type: none"> • We have invested in our sustainability planning including improvement of analysis and forecasting capability, targeted commissioning and specifications that match need. • The delivery of our Capital Programme is proactive and geared for speedy delivery recognising the financial and operational impact of delays.
Risk to partnership and provider capacity	<ul style="list-style-type: none"> • The programme is co-produced to support partner buy-in and ownership through strengthened relationships, including through the SEND System Partnership Board and other stakeholder groups. • The Transformation Programme Board takes a lead role in planning, coordinating, scheduling and prioritising engagement and activity.
Risk to delivering culture change, narrative, consistency and system capability and quality	<ul style="list-style-type: none"> • The development of a powerful system communications strategy to ensure system-wide awareness • We will develop, embed and continually reinforce system narrative to support realistic and evidence based conversations with children and families. • We will continue to strengthen the L-SPA capability as a key factor in realising system and cultural change
Risks from national policy and funding context	<ul style="list-style-type: none"> • Continue to make a robust case to the government for funding and policy changes, and building evidence to support the case, including unintended consequences of the Children and Families Act 2014.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS:

37. The SEND Transformation Programme is funded within the Council’s agreed transformation and capital budgets agreed annually by Cabinet. The Transformation budget in 21/22 is £1.6m and the Capital programme is £79m in total. The strategies

included within this programme are designed to deliver the desired outcomes for children whilst moving to contain costs within the available budgets.

38. The 20/21 budget included a £24m overspend on the HNB. Current projections are that the outturn will be £33m, an additional overspend of £9m. To achieve this outturn cost containment of £7.8m is forecast to be delivered. In order to achieve a budgeted £24m overspend in 21/22, £24m of cost containment activity will be required after factoring in the current position and expected growth.

SECTION 151 OFFICER COMMENTARY

39. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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 SEND Transformation programme. The outcome will be factored into the Medium-Term Financial Strategy.

LEGAL IMPLICATIONS – MONITORING OFFICER

40. The purpose of this report is to update Cabinet on an existing Transformation Programme. Cabinet is not required to make any decisions that have legal implications in relation to the Council's statutory obligations in relation to SEND services. This report references the SEND Capital Programme which has been the subject of a separate cabinet report.

EQUALITIES AND DIVERSITY

41. The SEND Partnership Strategy, to which the SEND Transformation programme aligns, was subject to a full Equalities Impact Assessment and was considered by Cabinet on 29 January 2019. This EIA has been reviewed and remains relevant to the projects and programmes schemes outlined in this cabinet paper: <https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=120&MId=6322&Ver=4>
42. The strategy focuses on inclusion and ensuring that children and young people who have 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 and young person who has SEND growing up in Surrey has the best possible start in life and equality of opportunity is maximised across the different need types and range of needs across the four quadrants of the county.

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

43. The SEND Transformation Programme directly supports both the Surrey Corporate Parenting Strategy 2020 and SEND Partnership Strategy 2019. Improving the inclusion of children and young people who have SEND and/or who are looked after in Surrey mainstream and maintained special schools will enable better long-term outcomes, with children closer to home and more connected to local communities and support services.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

44. The council has a duty to promote and improve safeguarding in education as well as educational outcomes for all children and young people who are vulnerable or disadvantaged. The creation of additional specialist capacity closer to home supports highly effective joint agency monitoring to safeguard children, to reduce placement breakdown and increased demand on care services.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

45. The provision of education places closer to home will reduce the average journey times for learners with EHCPs and is aligned with the vision and aspirations of Surrey's SEND Transport Transformation programme.

PUBLIC HEALTH IMPLICATIONS

46. There are no public health implications as a result of this report.

WHAT HAPPENS NEXT:

47. The SEND Transformation Programme continues to report monthly to the SEND Board on progress in meeting key timescales, performance and impact. A programme of this size and complexity continues to require significant programme office capacity to ensure that delivery targets are met. Work is underway to secure additional programme and strategic capacity from April 2021 in order to ensure programmes and projects remain on track. The SEND System Partnership Board continues to galvanise stakeholder accountability so that system partners take ownership for the changes required.

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Consulted:

Julie Iles, Cabinet Member for All-Age Learning

Family Voice Surrey

School Phase Council Leads

Schools Forum

SEND Transformation Programme Board

SEND Board

Communications colleagues

Land and Property colleagues

Transformation Support Unit colleagues

Sources/background papers:

SEND Partnership Strategy 2019-22

SURREY COUNTY COUNCIL**CABINET****DATE:** 23 FEBRUARY 2021**REPORT OF:** MR COLIN KEMP, DEPUTY LEADER AND CABINET MEMBER FOR INFRASTRUCTURE**LEAD OFFICER:** KATIE STEWART – EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE**SUBJECT:** SURREY INFRASTRUCTURE PRIORITISATION**ORGANISATION STRATEGY PRIORITY AREA:** Growing A Sustainable Economy So Everyone Can Benefit, Enabling A Greener Future, Empowering Communities and Tackling Health Inequality**SUMMARY OF ISSUE:**

Investment in infrastructure is essential for sustainable economic growth and to cater for the changing needs of Surrey's businesses and communities. It supports the sustainable delivery of housing and economic growth, and it can improve and enhance the environment.

To this end, Surrey County Council is working with partners in the development of a Surrey Infrastructure Plan, which builds on the Surrey Infrastructure Study, which was originally undertaken in 2016, refreshed in 2017, which identified the infrastructure required to support planned growth to 2031 and the funding required to fund that infrastructure. As the 2017 study identified a funding gap of £2.47bn, the development of an Infrastructure Plan will enable the Council and partners to better prioritise and pursue funding to deliver the infrastructure the county needs.

The Infrastructure Plan will prioritise projects in the county over the short, medium and long term to support "good growth," as defined in Surrey's 2050 Place Ambition, with a commitment to environmental, place and health and wellbeing outcomes.

This report sets out the next step in the development of that Plan – the prioritisation framework that will be used to provide an evidence-based approach to identifying the county's infrastructure priorities. The adoption of an Infrastructure Prioritisation Framework marks a significant step in the development and delivery of a wide range of infrastructure schemes by Surrey County Council and its partners.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. approve the Surrey Infrastructure Prioritisation Framework,
2. approve further engagement with key stakeholders, including the Districts and Boroughs to review the assessed schemes to develop a prioritised list of projects and,
3. agree individual schemes be submitted to cabinet seeking approval for implementation when the Outline Business Case has been developed and funding identified as necessary.

REASON FOR RECOMMENDATIONS:

The recommendations will enable the development and delivery of an Infrastructure Plan that includes schemes that meet a wide range of outcomes as well as demonstrate deliverability and affordability. The long list of schemes that have already been identified following discussions with officers from Surrey's district and borough councils since late 2019 will be assessed using the Prioritisation Framework and will lead to the creation of a prioritised shortlist of schemes. Further feasibility work undertaken can then be undertaken to produce an Outline Business Case (OBC) for each scheme. Subject to a positive OBC and the identification of funding schemes will then be reported back on an individual basis to Cabinet seeking approval to implement as necessary.

The process is intended to remain ongoing with new schemes added to the long list as they are identified, and a continuous programme of schemes developed taking them from concept through to delivery.

DETAILS:

Background

1. Investing in the county's infrastructure is essential for sustainable economic growth, to support new housing, including affordable housing, as well as business growth, whilst tackling climate change. Infrastructure is a wide-ranging term, and in this context, refers to a whole range of physical assets that support the functioning of a community – from schools to roads, energy to community facilities – and which are delivered and/or maintained by a whole range of partners. Together this infrastructure is critical to the functioning of our communities across the county.
2. Infrastructure improvements support all four of Surrey County Council's priority objectives as contained in its Organisational Strategy 2021-2026:
 - Growing a sustainable economy so everyone can benefit
 - Tackling health inequality
 - Enabling a greener future
 - Empowering communities
3. In addition, the delivery of infrastructure is seen as critical to the Economic Strategy for Surrey (*Surrey's Future Economy: Our 2030 Strategy Statement*). This was considered by Cabinet on 15 December 2020, and the Cabinet report notes the links between the two agendas including:
 - Recognising the role of the One Surrey Growth Board which will act as the voice of Surrey to ensure Surrey's infrastructure needs are heard and recognised in future Government investment priorities and funding which supports the growth of Surrey.
 - Priority 1 of the Economic Strategy to grow the leading edge through supporting Surrey's innovative economy. This will include ensuring capacity for expansion of established and emerging innovative and high value businesses. The Economic Strategy will seek to develop a better understanding of the supply and demand for additional employment space as well as considering the strategic digital infrastructure needed to drive this innovation.
 - Priority 2 of the Strategy to take a 'whole place' approach to growing and sustaining quality places. This includes a strategic approach to providing the

infrastructure needed to support a balanced economy, taking a future-focused and coordinated approach that aligns localities with digital and transport connectivity to accelerate housing delivery and enable economic resilience. The emerging Digital Infrastructure Plan for Surrey will also set out prioritised programmes of work which recognise economic and wider outcomes and the role that digital infrastructure can have in supporting all corporate priorities.

4. Infrastructure is also highlighted as a key objective in the Surrey Place Ambition. This was originally developed in 2019 with the aim of proactively managing growth while at the same time investing in the right infrastructure and assets, and enhancing the character of the natural environment that makes Surrey the unique and attractive place it is for residents, businesses and visitors alike. The Place Ambition has been developed in partnership with the district and borough councils through the Surrey Futures Board (a board which brings together the Enterprise M3 and Coast to Capital Local Enterprise Partnerships, the Gatwick Diamond Initiative, the Surrey Nature Partnership, the Surrey Employment and Skills Board, Surrey County Council and Surrey Districts and Boroughs).
5. In fact, the principles and values of the Place Ambition include an aim to focus growth and infrastructure investment in areas that, with the right interventions, offer the greatest potential to support long term sustainable growth and increased productivity, including through enhanced connectivity – for which the right infrastructure in the right place is critical.
6. However, there are significant challenges facing the Council and partners in the delivery of infrastructure in Surrey. The Surrey Infrastructure Study, which was originally published in 2016 and then refreshed in 2017, identified the full range of infrastructure required to support planned growth to 2031, and costed that infrastructure as well as the likely funding available to deliver it. The Study demonstrated that delivering the necessary infrastructure to support growth planned in Surrey to 2031 was estimated to cost at least £5.51 billion with only £3.04 billion of potential funding identified. It further identified the sheer complexity of delivering much of the required infrastructure – with a plethora of stakeholders involved, leading to challenges in delivering at pace.
7. Recognising the infrastructure imperative, but also the challenges identified by the Infrastructure Study, the Council is proposing to develop a Surrey Infrastructure Plan – which will answer these challenges by enabling partners to robustly prioritise the infrastructure needed in the county, as well as starting to identify the strategy to then deliver that infrastructure.

Surrey Infrastructure Plan – Vision & Objectives

8. The first stage of developing the Surrey Infrastructure Plan was to produce a comprehensive baseline report, a summary document containing the key findings and ‘so what’ analysis from the baseline and a Vision and Objectives for the Plan. These were completed by the Summer of 2020 and approved by the Surrey Futures Board in September 2020.
9. The vision as stated in the Surrey Infrastructure Plan – Vision and Objectives document, 2020 is that *‘Surrey is a county of well-loved neighbourhoods with healthy and thriving communities and an excellent quality of life. Infrastructure investment has helped realise ‘good growth’ - increasing productivity, enhancing connectivity and places, and improving health and wellbeing. Surrey is an exemplar for innovative*

approaches to infrastructure planning and delivery – a destination of choice for industry trialling next generation infrastructure’.

10. The 15 objectives in the Surrey Infrastructure Plan are derived from the full range of strategies that impact on and determine the county’s priorities for placemaking – from the Place Ambition, the Surrey Climate Change Strategy, the Surrey Health and Wellbeing Strategy, the Local Transport Plan, the Local Plans of the districts and boroughs, and Council’s own organisational strategy. By bringing together a comprehensive set of objectives that capture the intent of this full range of strategies, the Plan will enable the Council and partners to take a truly integrated view of infrastructure that delivers not just for one agenda at a time.
11. The Plan objectives are set out below:
 - Objective 1 - Contribute to high value, productive and sustainable economic growth
 - Objective 2 - Achieve net zero carbon emissions by 2050, or earlier
 - Objective 3 - Improve infrastructure resilience
 - Objective 4 - Facilitate sustainable development of critical infrastructure
 - Objective 5 - Promote productive and multifunctional places
 - Objective 6 - Create resilient landscapes
 - Objective 7 - Improve community access to open space
 - Objective 8 - Improve connectivity between town centres and their surrounding neighbourhoods
 - Objective 9 - Improve social infrastructure to meet the needs of a growing population
 - Objective 10 - Deliver infrastructure that promotes sustainable transport choices
 - Objective 11 - Deliver infrastructure that improves accessibility to the network for all
 - Objective 12 - Deliver transport infrastructure that maximises the potential of Surrey’s strategic location within the South East of England
 - Objective 13 - Develop Surrey as a world-class digitally connected peri-urban area
 - Objective 14 - Grow Surrey as a county that thrives on smart infrastructure and the smart choices of its citizens
 - Objective 15 - Promote Surrey as a testbed for next generation infrastructure and associated digital products and services
12. The vision and objectives have been developed and shared with partners through the Surrey Futures Board.

Surrey Infrastructure Plan – Proposed Prioritisation Framework

13. In October 2020, the work on the next stage of the Surrey Infrastructure Plan commenced with the development of a Prioritisation Framework.
14. Historically, a majority of infrastructure capital schemes – whether for a road or a particular local community facility - are identified through a variety of sources including the Local Plans of the district and borough councils. Depending on available funding and community support, they are progressed through the development stage and then to implementation. However, the process tends to be iterative and ad hoc, and there is no method for comparing any scheme against another, nor is there any intelligence available as to the extent to which the whole list delivers against the county’s objectives and outcomes. More importantly, whilst individual schemes are reviewed for value for money in their own right, there has been no consistent approach to evaluating the value of schemes in a way that would allow members to compare the value of different schemes to provide maximum value for money across the entire pipeline of projects.

15. With the introduction of the proposed Prioritisation Framework, a new planned approach will enable all schemes to be reviewed in a consistent fashion, providing a strong focus on outcomes and a scheme's deliverability.
16. The 15 objectives set out in paragraph 11 will have a range of outcomes which are noted below in **Tables 1 and 2**. The proposed approach is to establish a five-point scoring system of -2 through to +2 for which each scheme that is proposed is scored against these Outcomes. A score of -2 would indicate the scheme has a negative impact on the outcome whilst +2 shows it would contribute. This will mean that schemes that relate positively to more outcomes will most likely score higher than those that do not.

Table 1: Prioritisation Framework showing outcomes related to Objectives 1-8
































Objective	Project Outcome	Objective	Project Outcome
1 Contribute to high value, productive and sustainable economic growth		5 Promote productive and multifunctional places	
 1a Increase GVA per capita by 2030		  5a Promotes urban-rural interconnectivity across Surrey	
 1b Achieve productivity growth in key sectors		 5b Reduces waste and promotes the circular economy	
 1c Accelerate the delivery of new housing (including affordable housing)		 5c Encourages innovation and the expansion of industry	
2 Achieving net zero carbon emissions by 2050 or earlier		 5d Expands green infrastructure networks	
 2a Carbon emissions reductions		6 Create resilient landscapes	
 2b Carbon sequestration and storage impact		 6a Enhances flood protection and mitigation	
3 Improve Infrastructure Resilience		 6b Improves air quality	
 3a Mitigates impacts of future environmental or systemic shocks or stresses on homes in Surrey		 6c Promotes bio-diversity net gain	
 3b Mitigates impacts of future environmental or systemic shocks or stresses on businesses in Surrey		 6d Contributes towards the delivery of a Nature Recovery Network	
 3c Reduced need for future investment to mitigate the effects and maintain infrastructure performance in the face of external shocks and long-term stresses.		 6e Promotes a natural capital approach	
 3d Reduced costs for emergency response measures		7 Improve community access to open space	
4 Facilitate sustainable development of critical infrastructure		  7a Increases recreational and leisure opportunities	
 4a Future growth can be delivered without exploiting further natural resources or increase pollution levels		  7b Improves residents access to healthy and green spaces	
 4b Promotes renewable energy generation		  7c Enhances the quality and opens up green spaces	
		8 Improve connectivity between town centres and their surrounding neighbourhoods	
		 8a Reduces journey times to work	
		 8b Improves journey time reliability within Surrey	
		  8c Positive impact on Surrey's high streets	

Table 2: Prioritisation Framework showing outcomes related to Objectives 9-15

Objective	Project Outcome	Objective	Project Outcome
9	Meet the needs of a growing population	12	Maximises the potential of Surrey’s strategic location within the SE
	9a Increases local provision of services to meet the needs of the future population		12a Reduces journey times on key freight and HGV routes
	9b Improves social equity		12b Reduces road congestion across Surrey
	9c Reduces health inequality	13	Develop Surrey as a world-class digitally connected peri-urban area
	9d Channels improvements to the neediest and fastest growing parts of the county		13a Improves digital connectivity across Surrey for residents and businesses
10	Promotes sustainable transport choices		13b Reduces the digital divide between the best and least-well connected communities or population segments
	10a Improves journey times by public transport	14	Growth that thrives on smart infrastructure and the smart choices of its citizens
	10b Improves safety for walking and cycling		14a Enables a stronger data environment to enable data-driven decision making
	10c Reduces the number of people travelling by car		14b Promotes data sharing across and between the public and private sector
	10d Increases the number of public transport journeys	15	Promote Surrey as a test-bed for next generation infrastructure
11	Deliver infrastructure that improves accessibility to the network for all		15a Incorporates new technologies and a test-bed environment
	11a Improves access to online transport information		
	11b Impact on Surrey’s ageing populations travel choices		
	11c Reduces social isolation amongst rural communities		

17. It is proposed that initial scoring would be carried out by officers in the Council’s Infrastructure, Planning and Major Projects team, but that this initial score is checked and validated by representatives from a sub-group of the Surrey Futures Board, which will ensure that the perspective of partners critical to delivering these outcomes is considered in the final scoring. A technical note accompanies this report which describes the proposed methodology in more detail.
18. In addition, a further assessment of each scheme’s affordability, deliverability and level of community support will be undertaken, and additional scoring of these factors made – see **Table 3**. These scores will then be combined with the scoring against the objectives and outcomes to provide an overall score.

Table 3: Prioritisation Framework showing affordability and deliverability criteria to be assessed

Objective	Project Outcome	Objective	Project Outcome
16	Project is timely	18	Project is deliverable
	16a Anticipated project start date		18a Governance in place for the delivery of the project
	16b Anticipated project completion date		18b Project is technically achievable and deliverable
	16c Likelihood of delivery delays impacting programme (timing certainty)		18c Project is included in the current development plan
17	Project is affordable		18d Relevant consent or planning permission for implementation
	17b Project has identified capital funding package (funding security)	19	Project is acceptable
	17c Scale of ongoing revenue impact on Surrey CC budget, including revenue generation potential		19a Project delivers good value for money / return on investment
	17d Certainty of project costs (funding certainty)		19b Stakeholder support – residents
	17e Impact on Surrey CCs ongoing programme spending costs		19c Stakeholder support – local businesses
			19d Support from other public bodies and statutory agencies

19. Finally, an assessment will be made of the quality of information that is available to be able to undertake the scoring for any given scheme. In some cases, a high level of data and information will be available whereas in other cases the scheme may only be

at an early concept stage and very little information exists and therefore estimating or assumptions will need to be made.

20. The prioritisation framework has been designed to enable users to consider the choices in relation to projects, or groups of projects, in terms of their performance against Surrey’s strategic priorities and the Infrastructure Plan Vision and Objectives, as well as deliverability and quality of information available about projects. It will not result in a list of ranked projects based on the scores attributed to the various outcome measures (although that information will be available for review); rather, it will allow the user to make robust judgements regarding potential projects and/or groups of projects. These will be tested against local priorities through local members and communities.

Surrey Infrastructure Plan – Draft Project Strategy

21. The final stage in the development of the Surrey Infrastructure Plan is the development of the Plan itself – effectively a strategy setting out projects that can be delivered and an indication of potential funding sources and financing options. These would be grouped into themes, themselves being flexible to allow to be aligned with emerging government funding priorities.

22. Proposed categories or themes are set out in **Table 4**.

Table 4: Proposed infrastructure categories

Main Category	Utilities	Social & Economic	Environment	Place	Transport
Sub Categories	Digital	Education	Blue Infrastructure	Open Space	Highways
	Waste	Health & Social Care	Green Infrastructure	Countryside	Rail
	Energy	Community			Buses
		Economic			Sustainable Transport
		Fire & Rescue			

23. The Strategy will include projects set out by the categories shown in **Table 4** and by geography (both the locations and the impact of the infrastructure broken down by district or borough, county-wide or cross-border). Details regarding their score against the outcomes and delivery as well as the quality of the information used to make the assessment will be provided. Further information covering estimated costs, funding sources, possible duration and a proposed way forward will be included where possible.
24. Schemes can then be selected from each category and, subject to further feasibility work and stakeholder engagement, can then be added to the Council’s capital programme pipeline. Depending if funding for delivery is available, projects will then be

reported to Cabinet for approval to implement and be placed in the Council's formal capital programme.

25. A whole range of funding options will be considered and will include a range of sources such as Government funding including the Single Housing Infrastructure Fund, the Levelling-Up fund, Community Infrastructure Levy, S106 Planning obligations, private sector funding, and the Council's own capital funding via borrowing. The Treasury recently announced a new funding vehicle will be established for the UK, an Infrastructure Bank, the details of which are being established. It will be launched in the Spring and it is anticipated that further guidance and detail about this 'bank' will be announced in the Budget. The bank is likely to use a range of financial tools to help fund and finance projects and will be seeking pilots to work with from across the country. As we move out of the pandemic, the Government are also likely to be looking at land value capture models to deliver infrastructure and economic growth and are seeking the views of the private sector through the newly formed Build Back Better Business Council. New funding and finance arrangements are likely to demand new partnership and/or governance arrangements, which can deal with shared equity models and so forth. Further work is being undertaken to examine these funding and delivery models.
26. The initial programme will likely focus more on schemes from the Transport category, given the county's statutory role in delivery of many of these schemes and the obvious link to District and Boroughs' Local Plans. However, the intention is that the Surrey Infrastructure Plan will over time capture the full range of countywide infrastructure priorities. In addition, the development of the Plan will help to highlight gaps where particularly where there are gaps against particular priorities.
27. To provide an indication of the projects to be considered, **Annex 1** contains a list of 100 schemes from the Transport category. These schemes typically cost over £1million and have been put forward for consideration from a variety of sources including Districts & Boroughs, the Local Economic Partnerships and Transport for South East. This list of schemes will be assessed after Cabinet has considered this Report and prior to further engagement with key stakeholders such as District and Borough Councils. The list excludes schemes that are already in the Capital Programme and are being delivered and ongoing programmes such as highway maintenance. It is important to note that this list and that which the Infrastructure Plan ultimately includes is fluid, and projects can be added or removed as local situation and priorities change.

RISK MANAGEMENT AND IMPLICATIONS:

28. Further reports with detailed Business Cases will be submitted to Cabinet for individual schemes following stakeholder engagement and feasibility work. These will include specific risks and implications.
29. One of the key success criteria for the Surrey Infrastructure Plan is the engagement of partners, including the local district and borough councils, as well as national partners such as Homes England, Environment Agency and Highways England. There is a risk that partners are not effectively engaged, and that even with a Plan in place, the way in which infrastructure is planned and delivered remains as fragmented as it is currently. This risk is being mitigated by the Council's commitment to developing and delivering the Infrastructure Plan in partnership with Surrey Futures Board, which itself brings together partners under the Place Ambition, and which has consistently developed practical partnership activity to deliver a step change in how partners work together to

deliver places across the county. By building in the Surrey Futures Board into the scoring process, the Plan has a better chance of being “owned” effectively by partners across the county.

30. There is also a risk that the prioritisation framework is seen as taking decision-making away from Members by creating a quantitative approach to decisions about capital spending. To mitigate this risk, it will be made clear that the prioritisation framework and plan are meant to support existing member decision making processes, rather than remove or supersede them.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

31. The costs of developing the Surrey Infrastructure Plan have been met from the Council's Feasibility Fund. Further, the Council's capital pipeline contains an estimated figure for capital schemes that are likely to emerge from the prioritisation process and can be updated once schemes are identified and costs known. Further development work will be required for shortlisted schemes which will be funded from the council's Feasibility Fund or capital budget as appropriate.
32. Individual Business Cases will be reported to future Cabinet Meetings as necessary for approval to be moved from the capital pipeline to the programme including details of the funding either from external funding sources, a request for funding from the Council's own capital programme or a combination of the two.

SECTION 151 OFFICER COMMENTARY

33. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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. The Council's Medium Term Financial Strategy includes provision for development and delivery of infrastructure through the revenue budget and capital programme. Prioritising schemes within an Infrastructure Plan will help to ensure that resources are utilised in the best way and that best value is secured. As such, the Section 151 Officer supports the recommended approach.

LEGAL IMPLICATIONS – MONITORING OFFICER

34. The report is seeking approval to establish a Prioritisation Framework which will allow for the Infrastructure Plan to prioritise projects in the county over the short, medium and long term to support “good growth,” as defined in Surrey's 2050 Place Ambition, with a commitment to environmental, place and health and wellbeing outcomes, as well as propose innovative approaches to funding and financing.
35. The Council has significant statutory powers and duties and a critical role to play in the way its functions are discharged including the general power of competence further to the Localism Act 2011. The schemes listed in Annex 1 will be considered using the Prioritisation Framework set out in this Report and the legal implications for each scheme will be considered and advised upon on a case by case basis.

36. Consideration must be given to 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. The recommendations related to the framework lend itself to satisfying this duty.

EQUALITIES AND DIVERSITY

37. Equality Impact Assessments (EIA's) will be undertaken as part of each individual Business Case.

OTHER IMPLICATIONS:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report.
Environmental sustainability	No significant implications arising from this report but see below.
Public Health	No significant implications arising from this report but see below

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

39. An Environmental Sustainability Assessment (ESA) will be undertaken as required as part of the individual Business Case development for each scheme.

PUBLIC HEALTH IMPLICATIONS

40. Public Health implications will be dealt with within the individual Business Cases.

WHAT HAPPENS NEXT:

41. All schemes currently identified and included in Annex 1 will be assessed using the Prioritisation Framework set out in this Report. Further engagement will be undertaken with local members and key shareholders including the Districts and Boroughs, the Local Economic Partnerships, Transport for South East, neighbouring local authorities and government agencies. Feedback from this round of engagement will inform the shortlist of schemes for which further feasibility work will be undertaken. Individual schemes that have an Outline Business Case and funding will then be reported to Cabinet seeking approval to implement.

Report contact:

Lee Parker, Director of Infrastructure, Planning & Major Projects, 07816 089527,
lee.parker@surreycc.gov.uk

Consulted:

Surrey Future Steering Board – 9 December 2020

Communities, Environment and Highways Select Committee – 18 January 2021

Annexes:

Annex 1: Initial List of schemes to be assessed using the Surrey Infrastructure Plan
Prioritisation Framework

Sources/background papers:

Surrey Infrastructure Study, 2017

Surrey Infrastructure Plan – Baseline Summary, June 2020

Surrey Infrastructure Plan – Vision and Objectives, June 2020 (updated December 2020)

Surrey's Economic Future – Forward to 2030: Our Economic Strategy Statement,
November 2020

Surrey Infrastructure Prioritisation Framework – Draft Technical Note, January 2021

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**Initial List of schemes to be assessed using the Surrey Infrastructure Plan
Prioritisation Framework**

Transport Category only as an example

Please note: The list includes infrastructure schemes only and not maintenance projects. The list is a working list derived from suggestions from the Council, districts and borough councils, Local Economic Partnerships and Transport for the South East.

A22 Blindley Heath Accessibility
A22 Strategic Development HIF
A24 Capel to Horsham Improvements
A24 Deepdene and Beare Green Roundabouts Smart Junctions
A24/A243 Corridor Modernisation
A240 Smart Corridor
A245 Smarter Highway - West Byfleet to Painshill
A281 Smarter Highway
A30 London Road Bagshot
A308 Corridor Programme
A31 Hickley's Corner
A31 Resilience Scheme, Phase 2
A3100 & B3000 Smarter Highways
A317 Smarter Highway (incl. St Peter's Way east of M25 J11)
A320 Chertsey Lane (Egham) Low & Narrow Bridge Mitigation
A322 Smarter Highway - M3 Junction Improvements
A322 Smarter Highway - West End to Knaphill
A331 Congestion Hotspots, Phase 2
A331 Resilience Scheme
Addlestone Level Crossing Mitigation
Addlestone Town Centre
Ash, Ash Vale and Tongham Traffic Management, Environmental Improvements & Quality Bus Area
B2130 Elmbridge Road (Cranleigh) Bridges Upgrades
Banstead Crossroads Modernisation
Banstead to Reigate/Redhill QBC
Bisley Bridge replacement
Blackwater Valley LCWIP
Burnt Common North Facing on and off slips at A247 overbridge with A3
Camberley & Frimley Cycle Links
Camberley Station & Pembroke Broadway: Interchange & Last Mile Links

Charlwood to Gatwick cycle route
Christchurch Road (Virginia Water) - Wellington Road to A30 Congestion Alleviation
Church Road Ashford - town centre improvements
Clockhouse Lane Ped/Cycle Bridge
Comprehensive Guildford Borough Cycle Network
Cranleigh to Dunsfold Greenway
Delivery of Gatwick Connections LCWIP
Dorking Stations Unification and Lift Access
Dorking Town Centre Package
Drift Bridge Junction Improvements, Nork
Egham Station & Town Sustainable Travel and Public Realm
Eastern Thames Corridor LCWIP
Epsom - Tolworth Smart & Sustainable Corridor
Epsom & Banstead Sustainable Transport Package
Epsom and Borders LCWIP
Epsom town centre east and the Quadrant
Esher Town Centre: Accessibility & Environment
Esher Town Centre: Strategic & Major Road Network
Farnham Town Centre Transport Package
Frimley Smarter Highway & Bus Corridor Improvements
Gatwick Connections
Godalming and Cranleigh LCWIP
Gosden Hill Farm Park & Ride
Guildford - Bookham - Leatherhead - Epsom QBC (Route 479)
Guildford - Dunsfold Quality Bus Corridor
Guildford Gyratory Modernisation
Guildford Sustainable Movement Corridor Programme - SMC1-6
Guildford to Godalming Greenway
Guildford Town LCWIP
Hermitage Road Cycle Bridge
Infrastructure to support Caterham masterplan
Intelligent Network: West Surrey (aka Wider Network Benefits (West))
Iron Bridge (Staines) Lengthening
Kiln Lane Link
Leatherhead and Dorking LCWIP
Level Crossing Removal, A323 Guildford Road, Ash
Lingfield Station Accessible Overbridge
Low Carbon Connections: Chertsey, Addlestone, St Peter's Hospital & A320 Corridor
Lower Sunbury Crossing
New pedestrian and cyclist bridge at Station Avenue, Ewell
New Rail Station at Guildford West (Park Barn)
North Holmwood to Dorking Walking and Cycling Link
Railway Station Hubs & Access (Guildford and Waverley)
Railway Station Hubs & Access (Woking & Elmbridge)
Railway Station Hubs & Access Programme (Blackwater Valley)
Railway Stations Hubs & Access (Runnymede)

Railway Stations Hubs & Access (Spelthorne)
Railway Stations Hubs & Access: Coast 2 Capital Area
Reigate Level Crossing
Reigate Town Centre Transport Package
Send and the Horsleys traffic management and environmental improvement scheme
Six Crossroads Junction Smarter Highway
Spelthorne Quality Bus Corridor
Staines & Egham QBC
Staines Bridge & Town Centre Traffic Improvements
Sunbury Cross
Surrey Heath Villages Cycle Links
Surrey Hills LCWIP
Surrey Hills Restoration & Conservation
Tandridge Off-Road Cycle Network Programme
Tandridge Triangle LCWIP
Three Arch Junction Modernisation
Vicarage Road Underpass, Egham
Wapses Lodge Roundabout Modernisation
Western Thames Corridor LCWIP Delivery
Weybridge town centre package
Woking Sustainable Transport Package, Phase 2
Woking Town LCWIP Delivery - Phase 1
Woodhatch Junction Improvements
Wrecclesham Relief Road

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SURREY COUNTY COUNCIL**CABINET****DATE: 23 FEBRUARY 2021****REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR OF RESOURCES****SUBJECT: STRATEGIC INVESTMENT BOARD ANNUAL REPORT - FINANCIAL YEAR 2019/20****ORGANISATION STRATEGY PRIORITY AREA: Growing A Sustainable Economy So Everyone Can Benefit/ Tackling Health Inequality/Enabling A Greener Future/Empowering Communities****REPORT FOR INFORMATION / DISCUSSION:**

As part of its strategy to innovate in developing new models of delivery and to benefit from the freedoms introduced by the Localism Act, Surrey County Council had made investments and created trading companies to deliver income and efficiencies and in doing so has established a Strategic Investment Board, which reports annually to the Council. The purpose of the Board was to safeguard the Council's interest as shareholder and to take decisions in matters that required the approval of the Council as owner of a company.

The report will be considered by the Strategic Investment Board at its meeting of 16 February 2021.

RECOMMENDATIONS:

Cabinet recommends that Council:

1. Endorse the Annual Report of the Strategic Investment Board.

REASON FOR RECOMMENDATIONS:

To inform the Council about the activities of the Strategic Investment Board.

The Strategic Investment Board has been established in accordance with best practice governance to ensure effective oversight and alignment with the strategic objectives and values of the Council.

DETAILS:

1. The Strategic Investment Board was created in June 2019 following the combining of the Shareholder Board and the Investment Board. The Shareholder Board and the Investment Board were created following the report to Cabinet in March 2013 outlining the Council's strategic approach to innovation and evaluating new models of delivery. It has been established in accordance with best practice governance principles to ensure effective over-sight and alignment with the strategic objectives and values of the Council. The Board's responsibilities and powers include:
 - approval of annual business plans; and
 - reviewing the financial and overall performance of trading companies; and

- appointing and removing directors.
2. The Strategic Investment Board is comprised of the Leader of the Council, the Deputy Leader and the Cabinet Member(s) with portfolio responsibility for Property, for Corporate Support, and for Finance and is supported by senior officers of the Council, including the Section 151 Officer (Executive Director of Resources) and the Monitoring Officer (Director of Law & Governance).
 3. The Board works in accordance with its Terms of Reference which are reviewed on an annual basis.
 4. Meetings are scheduled to take place on a monthly basis.

CONSULTATION:

5. The Strategic Investment Board will consider the Annual Report at its meeting on 16 February 2021.

RISK MANAGEMENT AND IMPLICATIONS:

6. Effective risk management is a vital part of the Council's approach to innovation and establishing new models for service delivery and to generate income. The Strategic Investment Board provides the governance to ensure that risks are effectively managed.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS:

7. Effective risk management is a vital part of the Council's approach to innovation and establishing new models for service delivery and to generate income. The Shareholder Board provides the governance to ensure that risks are effectively managed.

SECTION 151 OFFICER COMMENTARY:

8. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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 recommendation contained in this report.

LEGAL IMPLICATIONS – MONITORING OFFICER:

9. There are no direct legal implications arising from this report. The legal basis for company ownership and oversight is explained in the body of the report.

EQUALITIES AND DIVERSITY:

10. There are no direct equalities implications arising from this report.

OTHER IMPLICATIONS:

11. There are no other implications arising from this report.

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS:

12. There are no implications arising from this report.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS:

13. There are no implications arising from this report.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS:

14. There are no implications arising from this report.

PUBLIC HEALTH IMPLICATIONS:

15. There are no implications arising from this report.

WHAT HAPPENS NEXT:

16. Cabinet is requested to endorse the annual report of the Strategic Investment Board and present to Council.

Contact Officer:

Paul Forrester, Strategic Finance Manager, Resources, paul.forrester@surreycc.gov.uk

Consulted:

Strategic Investment Board

Annexes:

Annex A – Annual Strategic Investment Board Report

Annex B- Annual Strategic Investment Board Report (Part 2)

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Strategic Investment Board Annual Report

Financial Year 2019/20



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The Council has created trading companies and made investments to enhance the financial resilience of the Council



The Council's strategic framework for innovation and investment has supported the development of initiatives to enhance the financial resilience of the Council. The Strategic Investment Board (SIB) monitors the Council's trading activity and its investments in companies to ensure satisfactory performance and effective risk management. The financial returns delivered by trading and investment helps to ensure that we continue to deliver quality services to our residents.

The SIB provides effective over-sight and alignment with the strategic objectives and values of the Council. The Board safeguards the Council's interests and takes decisions in matters that require the approval of the Council as owner or as a shareholder of a company.

The Annual Report of the SIB provides an overview of the progress we have made in the year to deliver innovation in service delivery and in enhancing the financial resilience of the Council. The report also gives an update on the companies for 2020/21 following the outbreak of the Covid-19 pandemic.



Tim Oliver
Leader of Surrey County Council

Purpose

The primary and most common purpose behind the creation of a Local Authority Trading Company (LATC) is to enable a Council to participate in commercial trading activities. Many local authorities have created an LATC for this purpose, with the most common reason given being in order to grow income to protect services. Surrey County Council's (SCC) first trading company, Babcock 4S Ltd, the Joint Venture with Babcock to provide school improvement services was created in 2003.

The decision to create a company or invest in shares is now taken by SIB upon the basis of a business case. Like many other Councils, SCC has created companies in order to trade and grow income; with profits generated for the Council available to support the delivery of the Council's Medium Term Financial Plan and enhance financial resilience. This is however not the only reason for the creation of a company or investment in shares.

Surrey Choices was set up in order to safeguard the provision of services to people with learning and physical disabilities. Cabinet approved the creation of a Property Company in order to strengthen the Council's ability to invest in a diversified and balanced portfolio of assets in pursuit of the Investment Strategy. The investment in the UK Municipal Bonds Agency will give the Council an alternative source of finance at preferential rates.

The Council has created companies and purchased shares in order to –

Deliver services, benefiting from efficiencies driven by operating in a commercial environment

Trade & generate income

Invest in assets to deliver an income

THE STRATEGIC INVESTMENT BOARD



Governance

- SIB was created in June 2019 following the combining of the Shareholder Board and the Investment Board as noted in the 2018/19 report.
- The Board and its role are noted in the constitution of the Council.
- The Board works in accordance with its Terms of Reference which are reviewed on an annual basis.
- Meetings are scheduled to take place on a monthly basis.

The Strategic Investment Board is comprised of four members of the Council’s Cabinet and is supported by senior officers of the Council, including the Section 151 Officer (Executive Director of Resources) and the Monitoring Officer (Director of Law & Governance).

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Members

- Leader
- Deputy Leader
- Cabinet Member for Corporate Support & Resources
- Cabinet Member for Community Protection

Advisors

- Chief Executive
- Executive Director of Resources (Section 151 Officer)
- Director of Law & Governance (Monitoring Officer)

The SIB is further supported by the Asset Strategy Board (ASB) and the Shareholder Investment Panel (SHIP). The roles of both ASB and SHIP are detailed on Page 7 of the report.

Strategic Investment Board & Decision-Making Process

The day-to-day operation of each company is the responsibility of the Directors (of each company) with the SIB being responsible for taking decisions on behalf of the Council where these are of a more strategic nature. The extent of this decision-making will depend upon the Council's shareholding and upon terms included in a company's Articles of Association (matters reserved for the Shareholder) and / or a Shareholders Agreement in relation to Joint Venture companies. The Articles of Association for the Council's wholly owned companies stipulate that the shareholder, that is the SIB on behalf of the Council, are required to approve or make decisions in relation to the following matters summarised in the table below.

<u>Decision</u>	<u>Rationale</u>
Changes to the Articles	Removes all controls
Appoint and remove Directors	To ensure that the company is appropriately managed and that there is satisfactory governance
Material change in the nature or scope of the business	To ensure companies only undertake activities for which approval has been given and to protect the Council's reputation
Purchase of shares or interest in another company. Acquisitions of any business or any shares.	Significant business decision which may involve further financial risk
Borrowing or the raising of finance (except from SCC). The creation of any security interest (except SCC)	To avoid taking on debt that undermines security for SCC debt (excluding de-minimis bank overdrafts) and to avoid incurring further financial risk
Issuing, withdrawal or buy back of shares	To maintain SCC ownership as originally intended
Enter any Joint Venture, consortium or partnership	To ensure companies only undertake activities for which approval has been given in order to protect SCC reputation. To ensure that it is the shareholder that takes decisions that may involve substantial financial risk (rather than the Directors alone)

<u>Decision</u>	<u>Rationale</u>
Selling, transferring, leasing, assigning property or assets (excluding de-minimis and replacement of operational equipment)	To avoid dilution of assets or security in relation to SCC debt
Disposal of any business or any shares	To maintain SCC ownership as originally intended
Entering into an administration order or steps to voluntarily wind up the company	To protect SCC's reputation

The SHIP, an Officer led panel, chaired by the Director, Corporate Finance (Deputy s151), works within delegated authority limits set by the SIB. The Panel's remit is to review and challenge the subsidiary companies performance within year and, to manage the day to day approvals and workings of the subsidiary companies. This enables approvals to be given in a timely manner so that day to day operational effectiveness is not impacted by an elongated approval process. For items that fall outside of the approval limits afforded to SHIP, the items will be discussed and scrutinised before coming forward to the ASB.

The ASB is an informal Member led Board, supported by Officers, which reviews and considers submissions from both SHIP and the Capital Programme Panel (CPP). CPP's role is to oversee the Council's Capital Programme, considering asset plans; new projects and schemes and capital programme delivery. The Board will monitor the ongoing strategy for subsidiary companies and property which has been approved by SIB and Cabinet. Furthermore, the Board will challenge to ensure any submissions moving forward to SIB for approval are aligned to the strategies. Submissions received by ASB from CPP will move forward to Cabinet for approval.

THE COUNCIL'S SHAREHOLDINGS

The decision to create a company or to invest in shares is taken by Cabinet or in accordance with delegated decision-making, upon the basis of a business case which articulates the financial implications and associated risks for the Council. These proposals are made with realistic and prudent expectations regarding the investment required and the length of time it will take to establish a successful company. The Council recognises that returns will not necessarily be received in the short-term but will contribute to financial resilience in the longer term.



Company	Ownership
Halsey Garton Property Ltd	100%
Hendeca Group Ltd	100%
Surrey Choices Ltd	100%
South Ridge Development LLP	50%
TRICS Consortium Ltd	16.70%
UK Municipal Bonds Agency	3.40%

South Ridge Development is the Joint Venture arrangement with Places for People to deliver housing and mixed-use development on the Council's vacant sites. The Joint Venture is arranged as a Limited Liability Partnership (LLP) which is a structure permissible in certain circumstances and is beneficial for the Council as it is transparent for tax. The SIB provides oversight for LLPs in a similar way to companies limited by shares. Further information about LLPs is included in the glossary section.

Directors

Each company must have at least one person named as a Director – the Council itself cannot act in this capacity. The SHIP has delegated authority from the SIB for appointing (and removing) Directors to act on behalf of the Council. Directors have specific responsibilities in Company Law and therefore the board or panel making the selection will need to ensure that persons with the appropriate skills are appointed. The name of the person(s) appointed to each company is noted in the next section of the report. In the case of Joint Ventures, the person appointed by the Council to act in respect of its shareholding is noted.

Since the last report the following Directors have been appointed-

Halsey Garton Property Companies	•Nicola O'Connor, Cllr Nick Darby (Pending appointment)
Hendeca Group	•Roger Childs & Janine Lewis
Surrey Choices	•Stefan Nahajski, Jane Earl, Rachel Wigley & Cllr Clare Curran

These members work alongside the other appointed directors, bringing their valuable experience to the board, and will be responsible for delivering the day-to-day activities of the company in accordance with the strategies and business plans agreed by the SIB.

As Directors, their role is not to provide scrutiny, but to be accountable to the SIB, alongside other directors, for the performance of the company and for their own performance as a Director. The SIB will continue to be the subject for scrutiny rather than individual directors.

Directors appointed by the Council receive no additional remuneration and undertake this role as part of their duties as an officer or member of the Council.

Company Details

The following pages contain information about each company, including a description of activities and purpose, Cabinet approval & date of incorporation and progress made to date. Financial information has been included where this is generally publicly available (e.g. from the statutory accounts of each company) or not commercially sensitive however information that is commercially sensitive, such as the future business plans, has been excluded.

Cabinet Approval	May 2014
Ownership	100%
Date of Incorporation	June 2014
	Commenced trade in November 2015
Council Investment	Share Capital £93m Loans of £234m (as at 31 st March 2019)
Return on Investment	In 2019/20 the company did not propose a dividend (2018/19 £1.6m) and made interest payments to the Council of £14.2m (2018/19 £12.2m). The paid dividend in 2017/18 was £1.6m and in 2016/17 was £750,000.
Directors	Nicola O'Connor, Cllr Nick Darby (pending), (Cllr Edward Hawkins to November 2020)

HG

**Halsey Garton
Property Ltd**

Halsey Garton Property Ltd is named after people associated with the history of Surrey County Council.

Halsey was the first Chairman of the Council (1893) and Garton was the High Sheriff of Surrey in 1913.

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Halsey Garton Property

Company Profile & Business Case

Halsey Garton Property Ltd was incorporated in June 2014 in order to fully implement the recommendations of the Investment Strategy approved by Cabinet in July 2013. The company enables the Council to invest in a diversified and balanced portfolio of assets to deliver income and enhance the Council's financial resilience over the longer term.

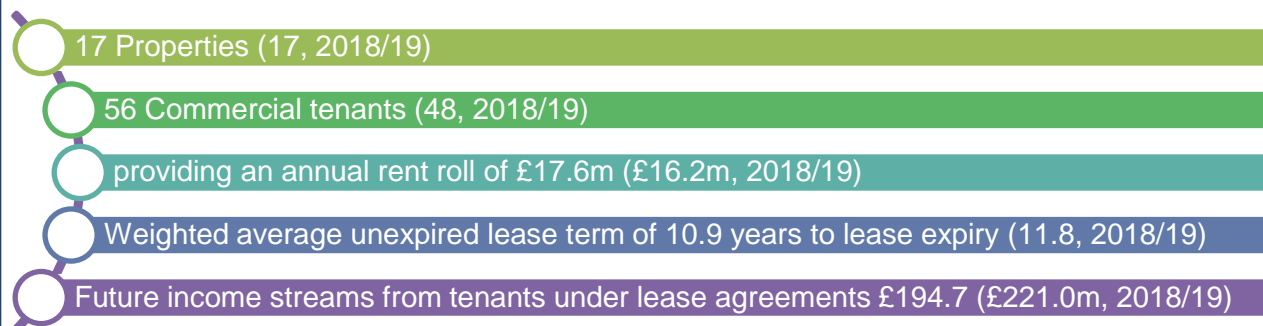
Council Investment

The Council provided initial share capital of £1,000 and provides further equity and debt financing to enable the company to progress agreed investments. This is provided on an arm's length basis following the approval of the business case by Cabinet or more recently under the delegated authority of the Investment Board. The Council has provided a further £93m of equity funds and loans of £234m as at 31st March 2020 to enable the company to purchase agreed investment assets.

The Council's strategy is to no longer invest outside of County borders. Therefore, the portfolio is currently static with no current plans to purchase or dispose of any of the 17 assets held.

Progress Report

The company purchased its first asset in November 2015. The company now owns investment assets with a value of £267m (£302m, 2018/19) – with the following key indicators.



Assets held by HGP	Description
Hampton Park West, Melksham	Manufacturing and warehouse facility
Washford Mills, Redditch	Retail warehouse units
Hawkley Drive, Bristol	Manufacturing and warehouse facility
Manton Wood, Worksop	Distribution warehouse
Aztec West, Bristol	Single tenanted office
Wiggs House, Salford	Distribution warehouse
Friar Street, Worcester	Cinema and retail / restaurant units
Travelodge, Stratford	Hotel and retail units
Willowbrook, Loughborough	Retail units (out of town location)
Oakgrove, Milton Keynes	Retail units (out of town location)
Stratham Street, Macclesfield	Retail warehouse unit
High Street, Winchester	High Street department store
Blenheim Park, Nottingham	Distribution warehouse
Malvern Shopping Park, Worcestershire	Retail units (out of town location)
Travelodge, Hatfield	Hotel
Park Spring Road (Symphony), Barnsley	Manufacturing and warehouse facility
Kitemark Court, Milton Keynes	Single tenanted office

The company did not propose a dividend in 2019/20 following the outbreak of the Covid-19 pandemic in the final quarter of the year. There was no certainty of the impact on the business' activities at that time, so a prudent view was taken to retain profits in the company for the short-term. The company continues to manage the impact of deferred payment terms from tenants and CVA's within the portfolio. At the time of writing, rent collections were at 85% of invoiced rent. The company's property advisers have stated this is an above average performance when compared to similar portfolios. The company is forecasted to be profitable for the year 2020/21 however, due to the on-going impact of the pandemic and with the portfolio holding a 40% weighting in the retail sector, no dividend is anticipated to be paid from the 2020/21 trading year.

Company Renaming

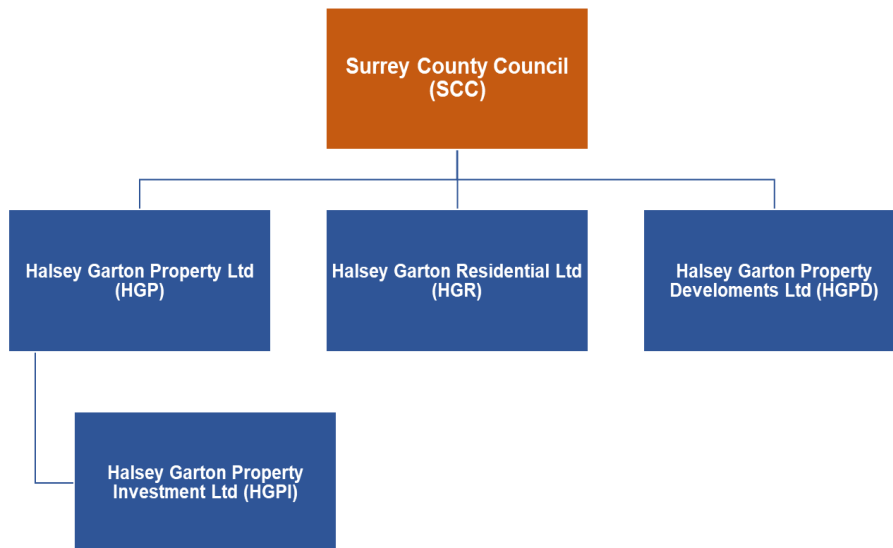
A decision was made to change the name of Halsey Garton Developments Ltd (HGD) to Surrey First Ltd (SF). The name was acquired after it became available following the completion of the striking off of the former company held under this name.

Company Restructure

As part of SCC's 2018/19 audit Grant Thornton LLP, SCC's auditors, had challenged the decision to treat the revaluation losses of the properties as an unrealised loss. Further legal and professional accounting advice was sought and confirmed that the decision and treatment of the losses by the Directors of Halsey Garton Property Ltd (HGP) had been appropriate.

However, as there is a risk that a loss could become realised at some point in the future, a decision was made to review the Halsey Garton company structure. Under the old structure, a realised loss on a property could trap potential dividends from the other two companies within the Group Company. As such, a decision was made for SCC to purchase the shareholding in Halsey Garton Residential Ltd (HGR) and SF from HGP. This enables any dividends generated from these companies from future trading to be passed to the Council in 'real time'.

Revised Company Structure





Cabinet Approval	March 2013
Ownership	100%
Date of Incorporation	June 2013
	Commenced Trade in December 2013
Council Investment	£100 Share Capital
Return on Investment	The company has provided the following dividends-
	2014/15: £400,000 2015/16 £400,000
	2016/17: £440,000 2017/18 £400,000
	2018/19: £500,000 2019/20 £400,000
Directors	Jeff Harris, Steve Ruddy, Roger Childs, Janine Lewis

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Hendeca Group

Company Profile

Hendeca commenced trade in December 2013 following Cabinet approval as part of the New Models of Delivery strategy in March 2013. The company was known as S.E.Business Ltd, changing names to Hendeca Group Ltd during the year. The company provides business to business professional, technical, training and contingency services, enabling the Council to trade in those functions in which it has particular expertise and capacity.

Business Case

Originally developed in order to enable the Council to trade and to provide IT services, including data hosting, helpdesk and application support to a private sector organisation. Shareholder Board approval followed by Cabinet approval in March 2014, has enabled the company to enter the aviation fire contingency market created as a result of regulatory and licensing changes for UK airports. The company was selected to provide these services under contract in April 2014.

Council Investment

The Council provided share capital of £100 and an initial working capital loan to enable the company to commence trade– all lending has been provided on an “arms-length” basis and has been fully repaid.

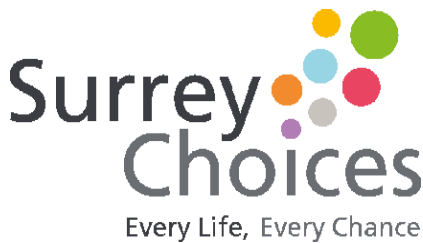
Progress Report

In 2019/20 the company delivered pre-tax profits of £466k just below those expected in the approved Annual Business Plan. These profits have been delivered in the main as a result of the contracts in the fire aviation contingency market. The company also delivers IT services to two private sector organisations operating in the health sector. However, the non-renewal of a 3rd IT contract led to the adverse result versus the Annual Business Plan. The company has paid dividends since its first full year of trading.

Moving forward into 2020/21, faced with the challenges of the current pandemic crisis, and the effects on our markets, Hendeca have understood and reported that substantial changes are needed in the focus of the business, and that an investment in staffing resource is essential if they are to maintain revenues and increase profit in the longer term. With that in mind, Hendeca have already recruited a commercial board member who has helped begin the process of identifying the company’s critical success factors. A business plan has been formulated, with the boards contribution and buy-in, to develop a more structured range of products, develop a sales and marketing plan, design processes and procedures around our services to provide a quality, consistent approach for customers, and to work hard to increase sustainable profits.

The company employs staff as required to deliver confirmed contracts, and engages appropriate contractors, advisors and service providers to undertake the activities of the company. The Company receives services from the Council, including contract delivery and operational services, professional legal and finance services and accountancy support services. The Council makes an appropriate charge to the company for any services provided, ensuring that the full cost of the activity is recovered.

The company will continue to develop its client base and reputation in the market in order to secure further contracts in target markets from the provision of business continuity services, training and development, technical services and subject matter consultancy and advice.



Cabinet Approval	December 2013
Ownership	100%
Date of Incorporation	March 2014
	Commenced Trade in August 2014
Council Investment	£100 Share Capital Loans of £2.8m
Directors	Clare Curran (Chair), Mette Le Jakobsen (Managing Director), Rachel Wigley, Jane Earl, Stefan Nahajski (NEDs)

Company Profile

Surrey Choices Ltd commenced trade in August 2014, following Cabinet approval of the business case in December 2013. The company provides people with learning and physical disabilities with a range of services in a variety of settings. The service offer includes day services and support for people who wish to seek employment or become engaged in work, volunteering or training opportunities. The Shared Lives service matches carers who provide support in a family home environment to people with disabilities. The commissioning contract to supply services to the Council triggered the transfer of employees from the Council to the company under TUPE regulations in August 2014.

Business Case

The Council created the company in order to ensure the sustainability of the services provided and to create a commercial environment in which to deliver efficiencies and continued innovation. Benefits to the Council are to be derived from reductions in service delivery costs and income generated from trading activity from the supply of services to people with personal budgets and those that privately purchase. The business case demonstrated that the company would make a modest profit within the first five years of operation.

Council Investment

The Council provided share capital and loans to enable the company to purchase operational assets from the Council and to provide for working capital requirements– all lending has been provided on an “arms-length” basis at market rates of interest. The loans were extended in 2019/20 and are now planned to be repaid over the next 9 years, with the initial instalment being received by SCC in 2020/21.

Progress Report

The company delivers services to the Council under a commissioning contract; this is currently primarily a block arrangement meaning that the risk of any volume increase rests with the company rather than with the Council, however the Short Breaks and Shared Lives services are now paid for on a spot basis. In the first 18 months of operation the Council increased the number of new referrals and this led to deteriorating financial situation for the company and losses for the first two years of operation.

In light of this, the Adults Service (ASC) undertook a review of the contract and made appropriate amendments. This review concluded in October 2016 and recognised the importance of ensuring the continuation of the services provided to the residents of Surrey. A revised business plan, which was approved by the Shareholder Board in December 2016. This was based upon the delivery of significant cost savings and prudent assumptions in terms of non-Council business and signalled the start of the significant turn-around in the success of the company. Pre-tax profits of £397k were delivered in 2017/18, £734k in 2018/19 and £658k for the year to 31 March 2020 (all figures are quoted prior to the actuarial gain or loss on the defined benefit pension scheme).

There have been a number of changes to the management team since the creation of the company and this inevitably impacted upon progress. The current MD, Mette Le Jakobsen, has now been in post since November 2018 and has made a significant and positive impact, building resilience with a strong senior management team and a strengthened company board which now includes two independent Non-Executive Directors. Over the past two years the company has delivered a number of changes to improve profitability, service modernisation, corporate governance, as well as staff, commissioner and other stakeholder relationships and communications.

The forward looking five-year strategic business plan for 2019/20 and beyond, approved by the Shareholder Board in 2019 has been co-designed with the Council's ASC senior team. It has a renewed focus on delivering transformational shifts in service delivery and was jointly reviewed and re-indorsed in June 2020. Surrey Choices will develop all of its current portfolio of services, with a primary focus on day service modernisation, the expansion and development of employment and vocational opportunities, flexible community-based support and respite, as well as the expansion of the Shared Lives service.

The profit before tax forecast for 2020/21 is likely to be comparable to that of prior year. However, the company is currently working closely with the senior ASC team to generate challenging efficiencies for the Council, through improved management of day services over the next two financial years.

South Ridge Development LLP



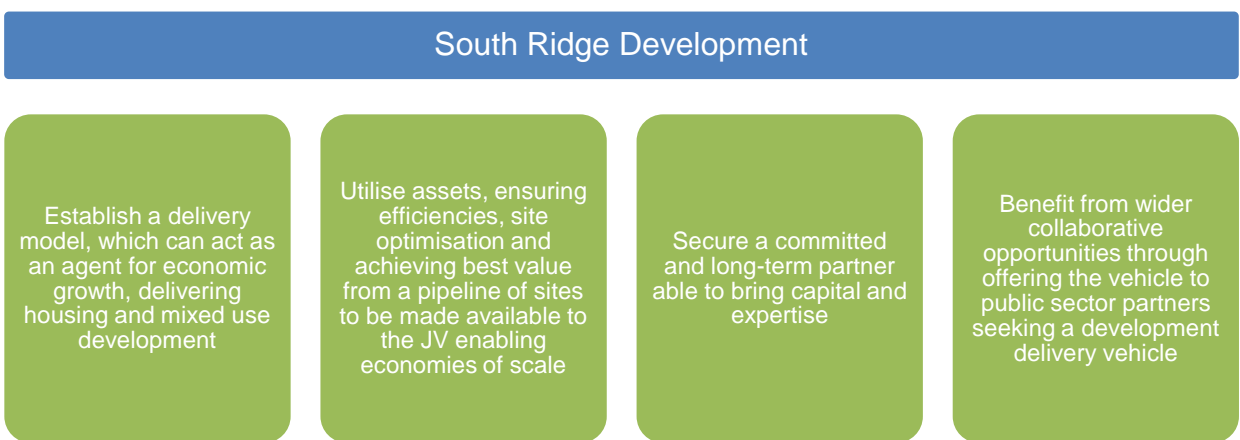
Cabinet Approval	December 2017
Ownership	50%
Date of Incorporation	September 2018
Council Investment	No investment to date
Surrey County Council Directors	Peter Hopkins & Diane Wilding

Company Profile

South Ridge Development is the Joint Venture (JV) arrangement with Places for People to deliver housing and mixed-use development on the Council’s vacant sites. The JV is arranged as a Limited Liability Partnership (LLP) which is a structure permissible in certain circumstances and is beneficial for the Council as it is transparent for tax. The LLP was set up in September 2018 following Cabinet approval in December 2017.

Business Case

Places for People were selected as the Council’s development partner following an extensive open-market procurement exercise. The JV will provide SCC with an ability to secure the following objectives-



South Ridge Development

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Council Investment

Development costs will be borne by the JV and recouped from the sale of residential units once developed. The JV's cash flow requirements will be provided by an initial working capital loan provided by Places for People. The Council is able to provide development finance to the company and will do so if it is financially beneficial. Any loan provided will be required to be on an "arm's length" basis.

Progress Report

Following the approval of the JV's first Annual Business Plan in April 2018, Indicative Site Development Plans (ISPDs) for the first four sites (Batch One) were submitted to the Council by the JV in early 2019/20. These were subsequently approved, with the intention of the JV delivering more detailed Site Development Plans (SDPs) for Batch One to the Council by early 2020. However the JV suffered a number of set backs during the year and was unable to deliver viable SDPs for Batch One by the end of 2019/20. The JV has continued to refine the SDPs in an attempt to bring viable SDPs for approvals during 2020/21. Viable plans have not been delivered and as a result the relationship is being reviewed in order to find the most beneficial path forward.



Cabinet Approval	July 2014
Ownership	16.67%
Date of Incorporation	October 2014
	Commenced trade in January 2015
Council Investment	£37,500 Share Capital
Return on Investment	The company has provided the following dividends-
	2015: £81,300
	2016: £83,800
	2017: £80,200
	2018: £93,040
	2019: £98,667
Surrey County Council Director	Mike Green

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TRICS

Company Profile

TRICS Consortium Ltd commenced trade in January 2015, following Cabinet approval in July 2014. The Company provides a service to the transport planning and property development customer community by providing access to a comprehensive database of travel patterns known as trip rates. Trip rate data is used by planning consultants in support of planning applications in order to demonstrate the impact of major developments on local traffic. The database is recognised in national planning policy and is widely used by the planning profession and its use has been given due weight by Inspectors at Planning Inquiries.

The company is a joint venture with five other local authorities, Dorset Council, East Sussex County Council, Hampshire County Council, Kent County Council, and West Sussex County Council. These Councils held the rights to the database under a long-standing partnership arrangement and therefore became the shareholders of the company. The company now owns all Intellectual Property Rights in relation to the database and the brand.

Business Case

The creation of the company ensures that the commercial activities of the consortium Councils is being undertaken in an appropriate manner and will enable the growth potential of the database into other territories to be fully exploited.

Council Investment

The Council, together with the other five local authority shareholders, invested equity funds to provide for working capital and set-up expenses. The funds provided were from balances held by the consortium, created from surpluses from previous activity.

Progress Report

The Company commenced trading on 1st January 2015 when it took over the operation of the database from the incumbent supplier. The company comprises of the Managing Director, recruited to deliver the day-to-day operation of the company, three employees that TUPE transferred from the previous supplier and two further employees recruited to support its recent growth. The company is benefiting from increased memberships with user activity on the increase particularly from the residential development sector. 2019 saw a further increase in members of 4% on 2018, membership numbers have risen each year since inception.

TRICS has now become a truly International company, with its Australasian Database being released in September 2018. The second phase of this region's database has already commenced, with the improved TRICS Surveys to be undertaken in the region in 2020, it is hoped that the system will be upgraded to enable these surveys to be hosted before the end of 2020.

The company continues to deliver profits in excess of expectations and has distributed a dividend to its shareholders each year since its creation, thereby delivering a significant return on investment within a short timeframe.



MUNICIPAL BONDS AGENCY

Cabinet Approval	Decision taken under delegated approval in September 2015
Ownership	3.4%
Date of Incorporation	September 2014
Council Investment	£450,000 share capital

Company Profile

The UK Municipal Bond Agency's (UKMBA) objective is to provide an alternative to the Public Works Loans Board (PWLB) as a cheaper source of borrowing for local authorities from the issuing of bonds. The agency, developed by the Local Government Association (LGA), raised equity funds from 56 Councils to provide for operating costs and capital against risks.

Business Case & Council Investment

The agency aims to provide access to all local authorities to raise external borrowing provided that they meet the criteria set, and at the time of SCC's investment, preferential terms were expected to be provided to those Councils that are also shareholders in the company. It is uncertain whether this commitment will stand in the future.

Progress Report

UKMBA distributed a framework agreement which set out the terms upon which local authorities will be able to borrow from them. Authorities were expected to pass the agency's own credit checks and agree to a joint and several guarantee that would operate if a local authority defaulted on its borrowing. The requirement to provide the guarantee has since been removed, however the approval of a credit check remains.

Continued low interest rates and short-term borrowing strategies adopted by a number of local authorities, has meant that only a single bond issue to Lancashire County Council has been issued to this point.

UKMBA are still confident of being able to beat the low rates available via PWLB, and there is no guarantee of the PWLB rates remaining at the current levels. The LGA continues to financially support the agency.

GLOSSARY

Articles of Association

A company's Articles of Association set the rules (the constitution) for the company. The Articles are filed as part of the incorporation process and are publicly available documents. The objects of the company describe what the company will do. The objects of a company are now deemed to be unlimited, unless the Articles limit them.

The Articles may restrict the decision-making powers of the Directors – these are described as Reserved Matters. The Articles may be changed at any time by a special resolution of the members (the shareholders) of the company.

Companies created by the Council follow the model articles with the exception of the introduction of reserve powers in matters of strategic importance and one or two other minor exceptions.

Assets

A Council owned company may purchase assets from the Council. In disposing of assets, the Council must ensure that it receives appropriate market value and the company in turn will be required to purchase at market value in order to ensure that there is no financial subsidy or advantage that may be deemed as state aid.

The Council will retain property assets unless there is a financial advantage to transfer (for example, where the purpose of the trading company relates to property activities). Market rents will be charged for occupancy of property assets – rents are a pre-tax expense making this arrangement tax efficient and this also ensures that the Council's balance sheet remains strong and is not diluted.

Surrey Choices Ltd purchased operational assets, such as vehicles and musical equipment, at appropriate market values from the Council and this formed part of the initial set-up costs for the company.

Debt Financing

Debt financing provides the funds required to run a business. A company may borrow the money required to grow and develop the business.

Interest on debt is a business expense, and therefore deducted before tax.

Companies created by the Council, such as Hendeca Group and Surrey Choices have been set-up with limited equity funds. Funding for growth and working capital requirements has been provided by the Council under an agreed loan facility. The Council provides loans to enable Halsey Garton Property to buy investment assets.

GLOSSARY

Directors Duties

The SHIP are responsible for appointing (and removing) Directors to act on its behalf in relation to companies in which the Council holds shares. Directors duties are described in the Companies Act 2006 and include a responsibility to promote the success of the company, exercise independent judgement and exercise reasonable care, skill and diligence.

Directors appointed by the Shareholder Board do not receive additional remuneration for their role and are covered by indemnities provided by the Council in respect of financial loss (an extension of the indemnities provided by the Council to staff and members as agreed by Cabinet in March 2013). This does not and cannot extend to negligence, default, breach of duty or breach of trust.

The Council's legal team brief Directors so that they understand their duties.

Group Companies

Companies form a Group if one is a subsidiary of the other or both are subsidiaries of the same body corporate or each of them is controlled by the same person. Companies within a Group can take advantage of Group Tax relief. In tax legislation, the Council is a body corporate that can perform the link between LATCs and therefore the losses of one company can be offset against profits of another.

This group status in tax law also provides the Council with the ability to be exempt from stamp duty which would ordinarily apply to property transactions (including the entering into lease arrangements) between group companies).

The Council is required to produce Group Accounting statements which mean that the financial results of its LATC's will be included together with the financial results of the Council. The Council will continue to also produce detailed Annual Statements of Accounts on a single entity basis.

Joint Venture

A Joint Venture company is one that is owned by more than one shareholder, where the shareholders concerned are corporate bodies in their own right. The term Joint Venture is not one that is legally defined and is often used in respect of other arrangements that do not necessarily involve a limited company. For example a Joint Venture may also be a Limited Liability Partnership or may be used to describe an arrangement between public bodies.

GLOSSARY

LATC (Local Authority Trading Company)

The terminology “LATC” is often used to describe a company that is owned by a Local Authority (i.e. Local Authority Trading Company). It is not a different form of company and most companies described as LATC’s are companies limited by shares, with the shares and therefore the company being wholly owned by the local authority.

Companies created by SCC are most likely to be limited by shares, as this structure ensures that profits can be returned to the shareholder (the Council) in the form of dividend payments, and provides the possibility for future sale. It is the most suitable structure for trading activity and enables the Council to create a tax group.

It is possible that other company structures may be applicable in certain circumstances; however these structures tend to involve the removal of Council control or would mean an inability to return profits-examples are companies that are limited by guarantee.

Limited Liability Partnership (LLP)

A Limited Liability Partnership is an alternative legal structure that is similar to a traditional partnership (e.g. as used by a firm of solicitors) but it limits financial risk whilst still being able to benefit from flexibility of structure, tax, profit distribution and the rights and duties of the partners. A partner of an LLP is called a member and is similar to a degree to a shareholder. A partnership agreement will usually be put in place to set out the rights, responsibilities and liabilities of each member and will specify the way in which the LLP will be managed.

LLPs do not have to pay Corporation Tax – it is “transparent” for tax. This means that each member is taxed in accordance with its own tax status. This is beneficial for the Council as it means that Corporation Tax is not payable on its share of net profits. A LLP however can only be set-up by a Council in certain circumstances and cannot be established where the purpose of the LLP is purely to trade or deliver an income.

An LLP is permissible for the creation of the “JV” with Places for People since this entity is being established for the purpose of creating a model to deliver benefits to residents from the development of housing and mixed used schemes utilising the Council’s vacant sites. As this is an activity that the Council can undertake in its own right (rather than requiring a company to be set-up) a LLP is an appropriate structure.

GLOSSARY

Reserved Matters

Reserved matters are important decisions for which the Directors are required to seek and gain Shareholder Approval. These decisions are written in the Company's articles of association which set the constitution or the rules for the running of the company.

The Shareholder Board has delegated authority to perform these functions on behalf of the Council. The reserved matters of SCC's companies have been written to ensure that the Shareholder Board is responsible for consideration of issues of strategic importance, take decisions that may involve changes to financial risks or may have an impact on the Council's reputation.

Share Capital (Equity)

Equity or shares in a company represent the ownership interests. The Equity invested is the amount of funds contributed by the owners to the financial requirements of the company. In a limited liability company, the owners / shareholders lose no more than the amount invested. Equity invested at start-up is evaluated on the basis of assets owned and/or earnings potential.

Financial returns to the shareholders are made in the form of dividend payments. Dividends are not a business expense and are paid from post-tax profits.

Shareholders

The Shareholders (the owners of a company) and directors have different roles in a company. The Shareholders own the company and the directors manage it. The Directors must obtain shareholder approval for decisions where the shareholder has restricted the powers of the Directors – these are called reserved matters. The Shareholder Board has delegated authority to perform these functions on behalf of the Council.

Shareholders Agreement

These are agreements between shareholders which are private documents. These agreements set out how the shareholders interact with each other and can define what happens in the event of dispute. A shareholder agreement is only relevant when there is more than one shareholder and is recommended practice for Joint Ventures.

SCC has entered into a shareholder agreement for TRICS Consortium Ltd and in relation to the investment in FutureGov Ltd (in this instance it is called an Investment Agreement but is essentially the same thing).

GLOSSARY

Support Services

The 2003 Local Government Act provides the ability for the Council to enter into agreements for the supply of goods and services, by and to a LATC. The supply of goods, services and financial assistance must be made without subsidy. The legislation guides the Council to apply CIPFA definitions of total cost in calculating the cost of supplies made to a Trading company. This provides the ability to recover all costs in the organisation, including a proportion of all central overheads, depreciation, capital costs and pension back-funding. This wide definition allows significant overhead recovery in the provision of services to an LATC. The supply of goods and services calculated on this basis will be compliant with state aid legislation.

The arrangements for LATCs should seek to ensure that the overall cost base of the Group is not unnecessarily duplicated or increased as a result of any new arrangements. Therefore SCC will provide services to an LATC where it is in a position to do so, where these services are fit for purpose for the business and support its strategy and can be supplied at a cost that is competitive. This is particularly important from a Group perspective where costs are relatively fixed, for example in the provision of payroll services where a substantial portion of the cost relates to the system.

TUPE

The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) protects employees when a business changes to a new owner and apply to “relevant transfers” which may occur in many situations, including service provision or contract changes. In these situations, the employment transfers, employment terms and conditions transfer and continuity of employment is maintained.

The new employer is therefore required to provide the same terms and conditions to the staff concerned. Alternate provision can be made, e.g. a cash alternative to a lease car, but this alternate provision must be acceptable to the employee.

SCC is required to follow the provisions of the TUPE act. This will apply where a service is being transferred to a trading company, as occurred with the award of the commissioning contract for services to Surrey Choices. A LATC will additionally be required to follow TUPE provisions when taking over a service contract from another supplier – for example, as in the case for Hendeca Group in the provision of IT managed services previously supplied to the customer by another provider.

GLOSSARY

Teckal

Procurement complications arise where the Local Authority creates a company to supply services that the LA wishes to continue to purchase – be those that were previously in-house or previously provided externally. The Council is not permitted to automatically purchase from a LATC company outside of normal EU procurement rules. The LATC is required to tender alongside other private sector suppliers.

Procurement issues in relation to the purchase of goods and services from a LATC were evaluated in the Teckal case. According to the 1999 Teckal judgement, public procurement rules do not apply to contracts if the control exercised by the contracting authority over the entity awarded the contract is similar to that which it exercises over its own departments and, if at the same time that entity carries out the essential part of its activities with the controlling authority. This judgement has now been codified into a new EU Directive and in UK Law by the Public Contract Regulations 2015.

SCC will need to ensure that arrangements comply when considering transferring activities to a trading company, assuming that the Council wishes to continue to purchase the services. The arrangements for Surrey Choices comply with these considerations.

A LATC falling within the Teckal exemptions will itself be required to comply with the EU public procurement rules, and therefore Surrey Choices is subject these procurement regulations.

Transfer Pricing / State Aid

Transfer Pricing refers to the price at which divisions of a company or a group of companies transact with each other – the terminology relates to all aspects of inter-company financial arrangements. These arrangements have potential implications for the tax authorities since they can be used by multi-national corporations to move profits to countries with lower taxes. The UK has adopted principles of “arm’s length” in tax laws.

State Aid issues would apply where a LATC is established, or provided with goods and services and financial assistance at a subsidy.

SCC will need to ensure that it steers an appropriate path or middle ground between issues of transfer pricing (in relation to tax) and those in relation to State Aid. The cost of goods and services and financial assistance (e.g. loans) supplied by the Council to an LATC will therefore be tested against the market to ensure that prices / rates can be justified on an arm’s length basis.

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SURREY COUNTY COUNCIL**CABINET****DATE: 23 FEBRUARY 2021****REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: PATRICIA BARRY, DIRECTOR FOR LAND AND PROPERTY****SUBJECT: REPROVISION OF BOOKHAM YOUTH CENTRE AND ASSOCIATED RESIDENTIAL DEVELOPMENT****ORGANISATION STRATEGY Empowering Communities**
PRIORITY AREA:**SUMMARY OF ISSUE:**

This paper sets out Surrey County Council's ("the Council") proposal for a replacement of the Youth and Community Centre within Great Bookham in Mole Valley and to provide housing on the existing site (the latter being subject to approval from the Strategic Investment Board).

The re-provision of Bookham Youth Centre will provide an improved multi-purpose community building, invest in a Council owned asset for much needed housing and support the 2030 Community Vision for Surrey.

There are two sites in question:

- Site 1: is located at 164 Lower Road and is in the Council's ownership (existing community centre location)
- Site 2: is the Lower Road recreation ground and is owned by Mole Valley District Council (MVDC) and is offered on a long lease with peppercorn rent

The recreation ground is the preferred location for the new community provision as established by the various local groups and other stakeholders. This is however within the green belt and an outline planning application has been submitted, the outcome of which is awaited.

If the outline planning application for the community facility is successful on the recreation ground, this affords the opportunity to redevelop the whole of Site 1 for 23 residential dwellings. However, if unsuccessful due to the green belt issue, then the community facility can be rebuilt on the existing site (albeit with reduced facilities) and a reduced number (20) of dwelling can be constructed.

Whilst waiting for the outcome of the planning decision, Cabinet Members are requested to approve the capital funding to continue the detailed design work for the alternative schemes. The final scheme will be brought back to Cabinet for approval to enter into a building contract and will depend upon the result of the outline planning application on the Lower Road recreation ground.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Agrees to £2.5m (excl. VAT) of capital funding from the pipeline allocation for Corporate Asset Capital Programme Spend for:
 - Feasibility fees up to detailed planning applications for both developments, and
 - The remaining activities relating to delivery/development of the replacement Bookham Youth and Community Centre.
2. Notes that Strategic Investment Board will make any future decisions required in respect to the residential development on Site 1.

REASON FOR RECOMMENDATIONS:

- The proposals will provide a modern, flexible, and accessible multi-use space to meet local community requirements, including Early Years provision and also accommodation designed for the provision of youth work by an external provider
- The space will enable the use by other external operators providing and promoting active and healthy lifestyles
- Releasing an existing asset for other uses and delivers the Asset and Place Strategy
- Delivers the Greener Future agenda through efficient construction
- Capital receipt from residential sales providing capital investment into Council-owned asset
- Reduces reactive maintenance costs by providing a new modern and compliant facility
- The scheme will deliver much needed residential accommodation
- The proposal will improve the quality of resident's lives and community provisions within Bookham

DETAILS:

Overview

1. Bookham Youth Club has been located at 164 Lower Road, Great Bookham, Leatherhead, since the 1950s. The premises, while owned by Surrey County Council, have been leased to an external youth service provider, Bookham Youth and Community Association (BYCA), since 2008. The lease expired in February 2019, however, it was extended for a period of six months until August 2019 to enable the on-going use and provision of a youth and community service within the local area.
2. A new youth and community centre will be an improved community facility for local residents and a safe environment for children and young adults. Although the Council provides the asset, the existing youth provision is run by an external organisation at no cost to the Council and will continue to deliver the service. In addition, the new centre will also accommodate an Early Years (Nursery) to meet local needs.
3. In 2012 Services for Young People removed Council-funded youth work from the centre, however, youth work continued on a voluntary basis from the existing site. An Early Years and Children Services provider also provided commissioned (childcare) places five days a week, via a lease from BYCA. Most recently Early Years have confirmed a need to retain places in the area but could look at alternative locations.

4. In recent years, the centre acted as a hub for a range of activities for young people, as well as a centre for mothers' and toddlers' provision and for health and leisure activities (including Pilates, Reading Clubs, etc.). Several other groups (including Disability Challengers and Barnardo's) used the centre at other times.
5. The building lifespan, of Bookham Youth and Community Centre, is now greatly surpassed by its backlog of maintenance; meaning that it is no longer value for money or financially viable to undertake the works on the existing structure. All major elements are showing signs of end of life, including but not limited to the envelope (roof), ceilings, electrical services (lighting) and windows, and therefore, with the ageing building, the extent of major works required and capital investment needed, the opportunity for a new provision is sought to enable continued operation of BYCA and delivery of an Early Years service.
6. Following the end of the lease in August 2019 and the closure of the site due to its continued physical deterioration, the Council has undertaken a feasibility study of alternative options for re-provision of the centre and the continued delivery of community services within Bookham. This re-provision is not linked to any statutory Council-led service, but of an asset to facilitate essential community services.
7. The objective of this project is to re-provide a modern, fit for purpose, multi-use youth and community facility in Bookham at minimum financial cost to the Council by optimising the potential capital receipt (or revenue stream) through the delivery of residential units on the existing site.
8. If the outline planning application is successful, relocating the former Bookham Youth and Community Centre to the Lower Road Recreation Ground would be beneficial in relation to the following points:
 - Direct access to large green open space (no current provision)
 - Direct access off of Lower Road (currently the centre is located within Eastwick Park Avenue at the end of a cul-de-sac with difficult parking arrangements)
 - Closer to the main school (Howard of Effingham School)
 - A brand-new facility spatially designed to the service users' needs
 - Opportunity to provide space for external community use
 - Brand new facilities for the Bookham Colts football teams, replacing the outdated existing facilities
 - Opportunity to enhance the area immediately surrounding the proposed facility such as landscaping and outdoor use
 - Will generally attract more visitors to both the new centre and to the Recreation ground by generating interest
 - Additional car parking provision
 - A reduction in planned maintenance, and overall running costs reduced by introducing sustainability in design and use of materials

In addition, relocating the Youth and Community Centre will allow the current site to be:

- Redeveloped for residential housing, which will;
- Provide much needed affordable housing numbers in relation to Mole Valley District Council's local plan
- An enhancement of the current site including areas of landscaping
- Improved parking in the area

9. If the application is unsuccessful, then the existing site will accommodate the new community provision but with a reduced number of residential dwellings; 20 instead of 23.
10. Although closed for youth work, the site is currently being used, on an interim basis, to meet local needs as a Covid Response Food Distribution Centre, demonstrating its importance to the local community.
11. Key elements of both proposed development options:

	Option 1 (using recreation ground)	Option 2 (existing site only)
Youth and Community Centre	595 sqm	380 sqm
Residential	23 units	20 units
Outdoor space for youth and community centre	Yes	No
Parking	35	Limited - TBC

Future management

12. As noted above, the Council will sublet the building to BYCA who will then manage the provision and rent out the space to all other occupiers such as Early Years, community groups and third parties.
13. Whilst the Council will finance development of the site it should be noted that the running and maintenance cost should be recovered from BYCA; so, the property is not a revenue cost to the Council. Future building ownership and management will have to be considered along with other legal arrangements. This aspect and nature of the agreement will be managed by Surrey County Councils' Estates Team.
14. If the Lower Road recreation ground is to be developed, the Council will require a head lease with Mole Valley District Council and sublease with BYCA and Bookham Colts. The land is owned by MVDC and currently leased to Bookham Colts.

Report on title

15. The Council's Legal team has been instructed to prepare a report on title for Bookham Recreation Grounds owned by MVDC. The report highlighted a copyright covenant. By a Conveyance dated 13 November 1958, the freehold land is subject to the rights of the Lord of the Manor of Little Bookham reserved by Section 21 of the Copyhold Act 1894. The matter will be passed onto the Council's Estates and Legal Teams to resolve with MVDC.

The risk mitigation measures at this stage would be to indemnify against the risk by taking an insurance policy or a consent from the covenant holder. As MVDC has put three other structures on the ground, the Council's Legal and Estates team will be able to review MVDC approach and solutions in order to overcome the constraint.

IMPLICATIONS OF NOT UNDERTAKING THE PROJECT AND ALTERNATIVE OPTIONS CONSIDERED

16. **OPTION 1 (Preferred option)** – Delivery of new community provision on the Lower Road Recreation Ground Site

Pros:

- Opportunity to release an asset for alternative use and deliver the Asset and Place Strategy
- Opportunity to deliver the greener futures strategy
- Delivery of community facilities that are fit for purpose enabling cross service collaboration and potential use by other third-party organisations;
- Deliver on the Council's 2030 Community Vision
- Capital Delivery Team resources available for delivery

Cons:

- Upfront and residual capital investment required
- Requirement for temporary accommodation for decanting services (Football Club) during construction
- Cost of internal resources required to deliver programme
- Amending Legal arrangements with various parties (MVDC, BYCA, Bookham Colts)
- Development on a Green Belt (planning risk)

17. OPTION 2 – Provide a new community facility on the current site plus residential accommodation

Pros:

- No requirement for head lease and other legal arrangements with MVDC and Bookham Colts
- Avoids development on the Green Belt
- One planning application, therefore reduced cost
- Single project and one building contract therefore less internal resources required

Cons:

- Compromised community facility in size and facilities
- Reduced number of residential units, therefore reduced capital receipt
- Dense development with residential and community centre on one site

18. The preferred option is Option 1 for the following reasons:

- The proposal will provide Bookham with a new, purpose-built centre which will improve the quality of residents' lives and community provisions and enhance the local area
- Delivers the Asset and Place Strategy
- Delivers the 2030 Community Vision for Surrey
- Optimizes the development of the residential dwellings

CONSULTATION:

19. The process of reaching the preferred option in relation to the re-provision of Bookham Youth and Community Centre has included:

- Discussions with the Leader, Tim Oliver
- The previous Cabinet Member for Resources, Mr Mel Few approved this decision. Since 27 January 2021, the Leader, Tim Oliver has incorporated Land and Property into his portfolio.
- Mrs Clare Curran, Divisional Member for Bookham and Fetcham
- Engagement with representatives of the Bookham Youth and Community Association (BYCA) and Bookham Residents Association

- Engagement with Bookham Youth Project
- Engagement with the Council's Land and Property team
- Engagement with Mole Valley District Council (MVDC)

RISK MANAGEMENT AND IMPLICATIONS:

20. Development Implication – Should the development go ahead on the Lower Road recreation ground, during the construction of the new centre there will be a seasonal requirement to temporarily relocate Bookham Colts Football Club. The Council will work with the local community and seek suitable alternative locations to enable the redevelopment of the site to be undertaken and Bookham Colts to continue operating.
21. Risk that outline planning permission will be refused on the recreation ground – mitigating actions being taken:
- An alternative option (Option 2) has been considered and is viable
 - Design team have considered the site's green belt status and designed a building complementary to its surroundings. A very special circumstances case has been presented
 - Engagement with the local community and planning authority to listen to local concerns have helped shape plans;
 - Consideration on the close proximity of the neighbouring dwellings has been considered in the design process
22. Copyright registered on title on Lower Road Recreation Grounds – mitigating actions:
- Indemnifying against the risk
 - Considering agreement allowing construction of the centre with the successor of the title
23. Additional risks will be considered through a detailed risk register to be prepared by the consultant team and mitigating actions developed and actioned accordingly.
24. In terms of construction related risks and mitigation measures, a full risk register will be completed prior to starting on site.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

25. Funding of £2.5m is requested from the capital pipeline allocation for Corporate Asset Capital Programme spend for:
- Feasibility fees up to detailed planning applications for both developments, and
 - The remaining activities relating to delivery/development of the replacement Bookham Youth and Community Centre
26. The majority of these costs are required to progress the replacement of Bookham Youth and Community Centre irrespective of which site is utilised. There is a risk that a small proportion of these costs will become abortive if the lower recreation site is rejected and these will then need to be charged against revenue budgets.

SUMMARY OF BENEFITS

27. This project considers local needs and delivery of a community facility in an area of considered need and investment.
28. It includes strategic alignment to:
- Community Vision for 2030

- Asset & Place Strategy 2019-2030
- Corporate Target Operating Model (TOM)

29. Financial and non-financial benefits include:

- Improved outcomes for residents
- Fit for purpose, suitably designed building for community use
- Supports and empowers communities, providing safe spaces
- Utilisation and optimisation of public sector assets
- Improve efficiencies and effectiveness, including outcomes of programs and services
- Flexible accommodation to meet future demand and local needs
- Utilisation of assets by third-party organisations

SECTION 151 OFFICER COMMENTARY

30. Although significant progress has been made over the last 12 months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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.

31. As such, the Section 151 Officer supports the use of existing capital funds to deliver a replacement for Bookham Youth and Community Centre. The fees to develop detailed planning applications will enable options for residential provision to be considered by the Strategic Investment Board. Any costs incurred in relation to sites which are not pursued will need to be funded by revenue resources and are not currently included within the Medium-Term Financial Strategy. If a pressure does emerge as a result, mitigating actions will need to be taken to ensure revenue costs can be brought within available resources.

LEGAL IMPLICATIONS – MONITORING OFFICER

32. This paper sets out proposals in relation to the re-provision of the Youth and Community Centre in Great Bookham, Mole Valley, which shall include delivery of residential dwellings as part of the two proposals put forward.

33. The preferred option is to relocate community provision onto the Lower Road Recreation Ground site which is owned by Mole Valley District Council, subject to obtaining the required planning permission. The alternative proposal, if planning permission is not obtained, is to remain and develop on the current site, which is owned by Surrey County Council.

34. Both proposed options are viable in that the Council is empowered under legislation to acquire, dispose of and redevelop or develop land. Section 120 of the Local Government Act 1972 empowers the Council to acquire land for the purposes of any of its functions. Under Section 123 of the Local Government Act 1972, local authorities have the power to dispose of land in any manner they wish, subject to the disposal being for the best consideration reasonably obtainable.

35. As proposals are finalised following the feasibility studies and once the planning application is determined, site specific advice on the legal implications can be provided.

EQUALITIES AND DIVERSITY

36. It is considered that the proposals do not necessitate the preparation of an Equality Impact Assessment (EIA) for the following reasons:

- Services, such Youth Support and Early Years, will be provided by third-party organisations and within close proximity of their existing location
- The proposed project provides improved support and improved access to services within the community it serves
- The proposals aim to secure improved and fit for purpose facilities for Surrey residents
- The new building will comply with Disability Discrimination Act (DDA) regulations

OTHER IMPLICATIONS:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No significant implications arising from this report
Safeguarding responsibilities for vulnerable children and adults	The implications for safeguarding vulnerable children are positive in that additional constructive youth work will be enabled, on both an open access and targeted basis
Environmental sustainability	Further details set out below
Public Health	No significant implications arising from this report

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

38. An initial Environmental Sustainability Assessment (ESA) has been undertaken (Annex 1) as this matter requires a Cabinet decision.

39. The key points from the ESA are:

- a. Energy use would be a component of the operational phase costs of the new buildings. Design philosophy that has been adopted to create new buildings will support low energy consumption, reduce solar gain and promote natural ventilation. Any proposals will be in line with this policy and any new building will be to the expected standards in the local planning authority’s adopted core planning strategy.
- b. Delivery of a new build will involve the usual amounts of travelling for materials and workers. Through the design and procurement phase an updated ESA will be undertaken.

WHAT HAPPENS NEXT:

40. Stakeholder engagement will be on-going with regular update meetings.

Task	Option 1 (incl. residential)	Option 2 (incl. residential)
Planning submission	Nov 2020	April 2021
Planning committee meeting	3 March 2021	July 2021
Planning consent	March 2021	July 2021
Detailed planning application	Nov 2021	n/a
Legal	Nov 2021	n/a
Appointment of a contractor	Jun 2021	Aug 2021
Start on Site	Aug 2021	Oct 2021
Practical Completion	Aug 2022	Oct 2022

Contact Officer:

Anthony Wybrow – Assistant Director Capital Delivery (Land & Property)

Contact Number: 07929 824862

Consulted:

- The previous Cabinet Member for Resources, Mr Mel Few. Since 27 January 2021, the Leader, Tim Oliver has incorporated Land and Property into his portfolio.
- Mrs Clare Curran – Divisional Member for Bookham and Fetcham West

Annexes:

Annex 1: Environmental Sustainability Assessment (ESA)

Annex 2: Lower Road, Recreation Ground – View

Annex 3: Proposed Site Plan – Rev A

Annex 4: Proposed Block Plan – Rev A

Sources/background papers:

- Community Vision for 2030
- Surrey County Council Asset & Place Strategy 2019-2030

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Annex 1 – Environmental Sustainability Assessment (ESA)

Area	Relevant Topic Y/N	Issue	Possible Action	Taken forward?
Designated sites, protected species and biodiversity	Y	Further environmental investigation of the site will be undertaken to address any biodiversity/natural habitat.	Environmental assessments have been carried out and further surveys will be undertaken as part of the development and planning processes.	
Resilience to risks posed by the environment to service delivery	N			
Materials and water	Y	Energy use and waste will be addressed as a part of the planning and design process.	SCC's design philosophy is to create buildings that will support low energy consumption, reduce solar gain and promote natural ventilation. Any new infrastructure on the site will be built to the local planning authority's adopted core planning strategy and SCC policies.	
Energy	Y			
Waste	Y			
Transport	Y	Delivery of construction projects involves access to the development, internal roads and promoting sustainable modes of transport for its users.	This will be considered as part of the planning process for the project.	
Landscape and trees	Y	The design is being worked up to retain as many existing trees on site as possible. This will be subject to final agreement at planning stage.	Arboricultural surveys have been carried out on the site to identify the potential issues and design is being reviewed to assess and mitigate the impact of the scheme.	
Heritage	N			

Annex 1 – Environmental Sustainability Assessment (ESA)

Education / raising awareness	N			
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 All materials, components and workmanship are to comply with all the relevant British Standards, Codes of Practice, and appropriate manufacturers recommendations that from time to time shall apply.
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Rev	Date	Description	Drawn
B	11.01.21	Proposed Building rotated following Sports England comments	AK
A	07.12.20	Skate Park relocated	AK



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CLIENT Surrey County Council	MODEL FILE NAME 0000-PEL-00-ZZ-M3-A-0001_Model_2530295 R17		REV P1	STATUS S0
PROJECT Lower Rd Recreation Ground	PELLINGS PROJECT No 2530295	DATE 10/30/20	DRAWN / CHECKED AK/AF	SCALE @ A3 1 : 1000
TITLE Proposed Site Plan	DRAWING No PL02		DWG REV B	

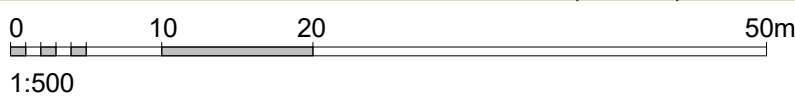
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- Existing Car Park
- Additional 10 parking spaces
- Existing pavilion to be demolished
- Proposed Cycle parking for 8 bikes
- Proposed Community Centre
- Proposed Outdoor Playing Space

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Rev	Date	Description	AK	Drawn
A	11.01.21	Proposed Building rotated following Sports England comments	AK	Drawn



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CLIENT	Surrey County Council		MODEL FILE NAME	0000-PEL-00-ZZ-M3-A-0001_Model_2530295 R17	REV	P1	STATUS	S0
PROJECT	Lower Rd Recreation Ground		PELLINGS PROJECT No	2530295	DATE	11/18/20	DRAWN / CHECKED	AK/AF
TITLE	Proposed Block Plan		DRAWING No	PL03	SCALE @ A3	1: 500		NW/G REV
								A

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SURREY COUNTY COUNCIL

CABINET

DATE: 23 FEBRUARY 2021



REPORT OF: MRS BECKY RUSH, CABINET MEMBER FOR RESOURCES AND CORPORATE SUPPORT

LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR RESOURCES (S151 OFFICER)

SUBJECT: 2020/21 MONTH 9 (DECEMBER) FINANCIAL REPORT

ORGANISATION STRATEGY PRIORITY AREA: Growing A Sustainable Economy So Everyone Can Benefit/
Tackling Health Inequality/Enabling A Greener Future/Empowering
Communities

SUMMARY OF ISSUE:

This report provides details of the County Council's 2020/21 financial position as at Month 9 (M9) 31 December 2020 for revenue and capital budgets and the projected outlook for the financial year.

Key Messages – Revenue

- **As at December 2020 (M9); the Council is forecasting a full-year £0.2m deficit, an improvement of £3.2m from the previous month. The changes to individual Directorate forecasts are shown in Annex 1 and summarised in Table 1.**
- **The £0.2m deficit consists of a projected £3.6m overspend on CV-19 and a projected £3.4m underspend on Business as Usual (BAU).**
- Updating the projections for the impact of CV-19 will continue at M10.
- Each quarter, key Balance Sheet indicators are reported; these are set out in **Annex 2.**

Key Messages – Capital

- The M9 capital update reflects **a decrease in forecast expenditure of £6.4m, from £0.6m above budget at M8 to £5.7m below budget at M9.** The decrease mainly relates to slippage and rephasing rather than a reduction in total scheme cost. The updated forecast for the year is £238.3m against a budget of £244.0m, details of which are set out in **Table 3.**

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Note the Council's forecast revenue and capital budget positions for the year.

REASON FOR RECOMMENDATIONS:

This report is to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions.

DETAILS:

Revenue Budget

- The current forecast for the year is a deficit of £0.2m against the budget of £1,022.5m. Table 1 below shows the forecast revenue position by Directorate.

Table 1 - Summary revenue budget forecast variances as at 31st December 2020

Directorate	20/21 outturn forecast at M9 £m	Annual Budget £m	Forecast Variance £m	Change in forecast since last month £m
Adult Social Care	378.1	382.7	(4.6)	(2.6)
Public Health	32.9	32.9	0.0	0.0
Children, Families & Lifelong Learning	215.7	200.4	15.2	2.1
Environment, Transport & Infrastructure	135.8	134.3	1.5	0.6
Community Protection	37.8	36.8	1.0	0.1
Community & Transformation	15.4	15.4	(0.0)	0.4
Strategy & Commissioning	49.8	54.9	(5.1)	(4.0)
HR & Communications	8.3	8.4	(0.1)	(0.0)
Deputy CEX	2.2	2.3	(0.1)	(0.1)
Resources	72.6	73.6	(0.9)	0.4
Central Income & Expenditure	78.7	80.7	(2.0)	0.0
Directorate Budget Envelopes	1,027.4	1,022.5	4.9	(3.2)
Central Funding	(1,027.2)	(1,022.5)	(4.7)	(0.0)
Overall after central funding	0.2	0.0	0.2	(3.2)

Note: Numbers have been rounded which might cause a difference.

- The table above reflects changes in the outlook from the prior month's report, primarily consisting of the following Directorate changes:
 - ASC - £2.6m improvement** due to a £2m increase in core Better Care Fund (BCF) Income following publication of the 2020/21 BCF guidance and funding by the Department of Health and Social Care (DHSC). There has also been a reduction in forecast care package expenditure for the year.
 - Strategy and Commissioning - £4.0m improvement** due to an increase in the projected underspend on Home to School transport. This reduction relates to the confirmation of grant funding up to December 2020 and the impact of a significant reduction in journeys for the first half term of 2021 as a result of the lockdown.
 - ETI - £0.6m increase in spend.** This is due to a £0.7m increase to the waste forecast to reflect the effects of the current CV-19 lockdown offset by £0.1m reduction in the forecast impact of CV-19 on highways income.

- **Resources - £0.4m increase in spend** largely due to the impact of further school closures on income from school meals, offset by decreased costs associated with re-opening buildings in a CV-19 secure way.
- **CFL - £2.1m increase in spend.** £1.4m of this increase is due to CV-19, which has resulted in increased expenditure and lost income. The £1.4m consists of £0.4m loss of income for Surrey Outdoor Learning, Adult Learning and Vulnerable Learners as a result of the lockdown, £0.4m additional expenditure on staffing, £0.3m SEND HNB transitions and £0.3m provision for children whilst foster careers are isolating. In addition, there has been an increase in BAU staffing costs of £0.7m within Corporate Parenting and Family Resilience. This is due to the level of agency workers currently filling vacant posts.
- **Community and Transformation - £0.4m increase in spend** due to CV-19 impact causing loss of income within the Registration and Library services.

CV-19 update

3. £3.6m of the overspend relates to CV-19, with an offsetting £3.4m relating to Business as Usual (BAU) under spends. CV-19 forecasts will be kept under review.

Capital Budget

4. **The capital forecast stands at £238.3m against a budget of £244.0m; slippage of £5.7m.** The forecast has reduced by £6.4m from a projected overspend of £0.6m at M8 largely as a result of **delayed spend** in Highways and Transport of £5.6m. The main variances are a rephrasing of contributions to the Environment Agency for the River Thames Scheme of £2.6m and slippage in LEPS schemes of £2.3m.
5. The remaining variance consists of £0.6m slippage in Environment, £0.2m in Community Protection and £1.3m in IT. This is partly offset by an acceleration of Property schemes of £1.5m. The detail is shown in Table 3, below.

Table 3 - Capital Programme Forecast at M9

Strategic Capital Groups	Forecast outturn at M9 £m	Restated Budget £m	M9 Reported Variance £m	Change from M8 to M9 £m	Increase / Decrease / Unchanged
Property					
Property Schemes	135.1	135.6	(0.5)	1.5	Increase
ASC Schemes	1.7	1.9	(0.2)	0.0	Increase
CFLC Schemes	0.4	0.6	(0.2)	(0.2)	Decrease
Property Total	137.2	138.1	(0.9)	1.3	Increase
Infrastructure					
Highways and Transport	80.9	84.2	(3.2)	(5.6)	Decrease
Environment	2.3	2.1	0.2	(0.6)	Decrease
Community Protection	3.7	3.9	(0.2)	(0.2)	Decrease
Infrastructure Total	87.0	90.2	(3.2)	(6.4)	Decrease
IT					
IT Service Schemes	13.9	15.4	(1.5)	(1.3)	Decrease
CFLC - EMS	0.2	0.3	(0.1)	0.0	Unchanged
IT Total	14.1	15.7	(1.6)	(1.3)	Decrease
Total	238.3	244.0	(5.7)	(6.4)	Decrease

CONSULTATION:

6. Executive Directors and Cabinet Members have confirmed the forecast outturns for their revenue and capital budgets.

RISK MANAGEMENT AND IMPLICATIONS:

7. 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 Medium-Term Financial Strategy. In the light of the 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:

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

SECTION 151 OFFICER COMMENTARY

9. The Council has a duty to ensure its expenditure does not exceed resources available. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, 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.
10. 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.

LEGAL IMPLICATIONS – MONITORING OFFICER

11. 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.
12. 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

13. 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.
14. 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:

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 – Forecast revenue budget as at 31st December 2020.
Annex 2 - Balance Sheet Indicators

Detailed Revenue Budget by Service – 31st December 2020

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	(0.0)	2.4	0.0	(2.4)	304.4	(0.0)	0.0	0.0
Education, Lifelong Learning & Culture	J Iles	53.1	43.7	32.3	(11.3)	212.6	50.7	58.8	8.1
Family Resilience	M Lewis	71.3	67.8	69.2	1.4	103.7	89.9	91.7	1.8
Corporate Parenting	M Lewis	29.9	31.3	31.1	(0.2)	44.7	40.7	43.3	2.6
Quality & Performance	M Lewis / J Iles	6.2	7.0	6.4	(0.7)	11.4	9.4	9.1	(0.3)
Directorate wide savings	M Lewis / J Iles	0.4	8.1	6.3	(1.7)	13.7	9.9	12.9	3.0
Children, Families, Learning		160.9	160.2	145.3	(14.9)	690.4	200.4	215.7	15.2
Public Health	S Mooney	0.0	21.5	12.7	(8.8)	33.0	32.9	32.9	0.0
Adult Social Care	S Mooney	279.4	289.5	284.3	(5.2)	530.7	382.7	378.1	(4.6)
Highways & Transport	M Furniss	39.6	41.7	37.0	(4.7)	69.2	58.2	55.8	(2.4)
Environment	N Bramhall	41.7	53.3	55.6	2.3	75.4	71.7	73.9	2.2
Leadership Team (ETI)	M Furniss / N Bramhall	0.6	(0.0)	0.9	0.9	(0.1)	(0.1)	0.4	0.5
ETI CV-19	M Furniss / N Bramhall	0.0	4.7	1.5	(3.2)	6.3	4.5	5.8	1.3
Environment, Transport & Infrastructure		81.9	99.6	95.0	(4.7)	150.9	134.3	135.8	1.5
Fire and Rescue	D Turner-Stewart	24.7	23.8	23.4	(0.4)	36.4	31.7	31.7	(0.0)
Trading Standards	D Turner-Stewart	1.3	1.5	1.4	(0.1)	4.0	2.0	1.9	(0.1)
Chief of Staff	D Turner-Stewart	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Emergency Management	D Turner-Stewart	0.4	0.4	0.4	0.0	0.5	0.5	0.5	(0.0)
Coroner	D Turner-Stewart	1.7	1.5	2.3	0.9	2.5	2.1	3.0	0.9
Health & Safety	D Turner-Stewart	0.1	0.1	0.1	0.0	0.1	0.1	0.1	0.0
CP CV-19	D Turner-Stewart	0.0	0.3	0.5	0.2	0.5	0.4	0.6	0.2
Armed Forces and Resilience	D Turner-Stewart	0.0	0.1	0.1	0.0	0.1	0.1	0.1	0.0
Community Protection		28.2	27.5	28.1	0.6	44.0	36.8	37.8	1.0
Human Resources & Organisational Development	T Oliver	2.3	4.9	4.4	(0.5)	6.6	6.6	6.5	(0.1)
Communications	T Oliver	0.9	1.1	1.0	(0.0)	1.4	1.4	1.4	0.0
HR & Comm CV-19	T Oliver	0.0	0.1	0.1	0.0	0.4	0.4	0.4	0.0
HR & Communications		3.2	6.1	5.5	(0.6)	8.4	8.4	8.3	(0.1)
Transformation Support Unit	T Oliver	0.0	0.6	0.7	0.2	0.8	0.8	0.8	(0.0)
Customer Services	M Nuti	2.2	2.2	2.0	(0.2)	3.1	2.9	2.7	(0.2)
Community Partnerships	M Nuti	0.4	0.4	0.8	0.4	1.3	1.3	1.3	(0.0)
Libraries, Registrars & Culture	J Iles	12.6	8.2	7.6	(0.6)	16.4	10.6	10.3	(0.3)
C&T CV-19	T Oliver / J Iles	0.0	0.2	0.2	0.0	(0.3)	(0.3)	0.3	0.5
Community & Transformation		15.2	11.5	11.4	(0.2)	21.3	15.4	15.4	(0.0)
Strategic Commissioning	M Lewis / J Iles	9.0	38.0	33.6	(4.5)	131.7	51.3	46.2	(5.1)
Insight, Analytics & Intelligence	D Turner-Stewart	2.1	2.1	1.5	(0.6)	2.8	2.0	1.9	(0.2)
S&C CV-19	J Iles	0.0	0.7	0.6	(0.1)	1.6	1.5	1.7	0.2
Strategy & Commissioning		11.1	40.8	35.7	(5.2)	136.1	54.9	49.8	(5.1)
Strategic Leadership	T Oliver	1.0	2.4	1.1	(1.3)	3.0	1.5	1.4	(0.1)
Economic Growth	C Kemp	0.4	0.6	0.5	(0.1)	0.8	0.8	0.8	(0.0)
DCEX CV-19	C Kemp	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Deputy CEX		1.4	3.0	1.6	(1.4)	3.8	2.3	2.2	(0.1)
Joint Operating Budget ORBIS	B Rush	26.5	12.8	13.0	0.1	17.0	17.4	17.4	(0.1)
Land & Property	T Oliver	13.7	19.7	19.8	0.1	36.3	27.1	27.1	0.0
Information Technology & Digital	B Rush	6.9	8.1	7.7	(0.4)	11.4	10.7	10.2	(0.5)
Finance	B Rush	1.2	4.2	4.2	(0.0)	7.7	5.7	5.7	0.0
Legal Services	B Rush	3.0	3.1	3.7	0.6	4.6	4.1	4.7	0.5
Democratic Services	B Rush	2.1	2.4	2.4	(0.0)	3.5	3.2	3.2	(0.1)
Business Operations	B Rush	0.0	(0.2)	(0.3)	(0.1)	(0.3)	(0.3)	(0.2)	0.1
Resources Leadership	B Rush	0.0	3.5	0.7	(2.8)	1.0	0.8	0.8	0.0
Twelve15	B Rush	0.0	1.4	1.1	(0.3)	18.3	1.6	1.5	(0.1)
Resources CV-19	T Oliver/ B Rush	0.0	0.0	1.1	0.0	0.0	3.2	2.3	(1.0)
Resources		53.4	55.0	53.4	(2.7)	99.5	73.5	72.5	(0.9)
Corporate Expenditure	B Rush	27.0	38.8	32.7	(6.1)	94.4	80.7	78.7	(2.0)
Total services' revenue expenditure		661.6	753.6	705.7	(49.0)	1,812.6	1,022.5	1,027.4	4.9
Central funding		(622.4)	(736.0)	(735.9)	0.0	0.0	(1,022.5)	(1,027.2)	(4.7)
Total Net revenue expenditure		39.2	17.7	(30.3)	(49.0)	1,812.6	0.0	0.2	0.2

Balance Sheet Indicators

Debt

1. During the three months to 31 December 2020, the Council raised invoices totalling £131.0m. Overall, the overdue debt position (£33.2m being overdue) over the last quarter has reduced since quarter 2 (quarter 2 overdue debt was £36.4m). The overdue debt is the gross debt less those balances not immediately due (i.e. less than 30 days old). The social care debt position has improved since quarter 2, and Adult Social Care, Corporate Finance and Legal Services to develop an action plan to identify and address issues relating to social care debt, recognising that this is a very complex area. It is important to note that secured social care debt set out in the table below is not “overdue”, as it does not become payable until the relevant properties have been sold. Table 1 below shows the age profile of the debts as at 31st December 2020.

Table 1: Age profile of the Council's debt as at 31 December 2020

Account group	<1 month £m	1-12 months £m	1 to 2 years £m	over 2 years £m	Gross Overdue debt £m	debt £m
Care debt – unsecured	3.1	7.3	2.6	5.7	18.6	15.6
Care debt – secured	-0.3	2.8	2.4	4.4	9.2	9.5
Total care debt	2.8	10.0	5.1	10.0	27.8	25.1
Schools, colleges and nurseries	0.4	0.3	0.0	0.0	0.7	0.3
Clinical commissioning groups	10.4	5.1	0.2	0.5	16.1	5.7
Other local authorities	1.1	0.0	0.1	0.0	1.3	0.1
General debt	3.9	1.0	0.5	0.4	5.8	1.9
Total non-care debt	15.8	6.4	0.8	0.9	23.8	8.1
Total debt	18.5	16.4	5.8	11.0	51.7	33.2
Q2 2020/21	15.6	18.3	7.6	10.5	52.0	36.4
Change	3.0	(2.0)	(1.7)	0.5	(0.3)	(3.2)

Note: All numbers have been rounded - which might cause a casting difference

Treasury Management

2. The Council borrows to finance its capital spending that exceeds receipts from: grants, third party contributions, capital receipts and reserves. The Council's long-term debt stands at £434.6m and has not increased this year.
3. As at 31 December 2020, the weighted average interest rate of the Council's long-term debt portfolio is 3.87%. The Treasury Strategy, approved by County Council in February 2020, continued the policy of internal borrowing and where necessary, to borrow short-term to meet cash flow liquidity requirements. Table 2 below shows a net £25m increase in the Council's short-term borrowing activity since 30 September 2020.

Table 2: Short term borrowing as at 31 December 2020

	£m
Debt outstanding as at 30 September 2020	243
Loans raised	261
Loans repaid	(236)
Current Balance as at 31 December 2020	268

4. The weighted average interest rate of the Council's short-term external debt is 0.11% at 31 December 2020.

Investments

5. The Council's average daily level of investments has been £61.6m during 2020/21, compared to an average of £52.6m during 2019/20. This reflects the Council's strategic policy to maintain sufficient liquidity during this time and continue to borrow over shorter periods when appropriate the current Bank of England (BoE) base rate is 0.10% with no significant increases forecasted for at least 2 years. The Council invests temporary cash surplus exclusively through the use of money market funds (MMF). Other investment facilities are available, including brokers, direct dealing with counterparties through the use of call accounts or direct deal facilities, or with the government's Debt Management Office (DMO). No new fixed term deposits have been agreed during 2020/21 due to the lower cash balances held and the need to maintain high liquidity.
6. **Table 3** shows the weighted average return on all investments the Council received in the quarter to 31 December 2020 is 0.03%. This compares to a 0.10% average Bank of England (BoE) base rate for the same period.

Table 3: Weighted average return on investments compared to Bank of England (BoE) base rate.

	Average BoE Base Rate	Weighted return on investments
21 quarter 3	0.10%	0.03%
21 quarter 2	0.10%	0.14%
21 quarter 1	0.10%	0.31%
20 quarter 4	0.61%	0.63%
20 quarter 3	0.75%	0.68%
20 quarter 2	0.75%	0.70%
20 quarter 1	0.75%	0.75%

Note: All numbers in all tables have been rounded - which may cause a casting difference

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