

Cabinet

**Date & time**

Tuesday, 20
December 2022 at
2.00 pm

Place

Council Chamber,
Surrey County
Council, Woodhatch
Place, 11 Cockshot
Hill, Reigate, Surrey,
RH2 8EF

Contact

Huma Younis or Sarah
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Chief Executive

Joanna Killian



We're on Twitter:
[@SCCdemocracy](https://twitter.com/SCCdemocracy)

Cabinet Members: Natalie Bramhall, Clare Curran, Kevin Deanus, Matt Furniss, Marisa Heath, David Lewis, Sinead Mooney, Mark Nuti, Tim Oliver and Denise Turner-Stewart

Deputy Cabinet Members: Maureen Attewell, Jordan Beech, Paul Deach and Rebecca Paul

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Huma Younis or Sarah Quinn on 07866899016 or 01372 832606.

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

1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 29 NOVEMBER 2022

(Pages 1
- 16)

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 (14 December 2022).

b Public Questions

The deadline for public questions is seven days before the meeting (13 December 2022).

c Petitions

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

d Representations received on reports to be considered in private

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

- 5 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL**
- To consider any reports from Select Committees, Task Groups, Local Committees and any other Committees of the Council.
- 6 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 17 - 20)
- To note any delegated decisions taken by the Leader, Deputy Leader, Cabinet Members, Strategic Investment Board and Committees in Common Sub-Committee since the last meeting of the Cabinet.
- 7 CABINET MEMBER OF THE MONTH** (Pages 21 - 22)
- To receive an update from Clare Curran, Cabinet Member for Education and Learning.
- 8 DEVELOPMENT AND INTRODUCTION OF YOUR FUND SURREY - SMALL COMMUNITY PROJECTS FUND** (Pages 23 - 32)
- This report proposes an amendment to Your Fund Surrey (YFS) following review and feedback from applicants, divisional members and members of the Communities, Environment and Highways Select Committee. The recommendation is the introduction of a new funding stream from the existing £100m Your Fund Surrey (YFS) capital fund for smaller community projects under £50,000.
- (The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)*
- 9 DIRECT PAYMENTS STRATEGY 2023-2028** (Pages 33 - 66)
- Cabinet is asked to support the production and publication of a Surrey Direct Payments Strategy covering the period 2023 to 2028.
- (The decisions on this item can be called-in by the Adults and Health Select Committee)*
- 10 AGILE OFFICE ESTATE - NORTH-WEST AND SOUTH-WEST CORPORATE OFFICE WORKSPACE** (Pages 67 - 74)
- This report seeks Cabinet approval for the north-west and south-west elements of the Agile Office Estate strategy, to complete a programme plan for the county-wide rationalisation and modernisation of Surrey County Council's office centric workspace.
- (The decisions on this item can be called-in by the Resources and Performance Select Committee)*
- 11 CHOBHAM AND LINGFIELD FIRE STATIONS - REDEVELOPMENT SCHEMES** (Pages 75 - 86)
- This report seeks Cabinet approval to redevelop Chobham and Lingfield Fire Stations to address and mitigate constraints to the service provided by

the Surrey Fire and Rescue Service (SFRS) and health and safety issues for SFRS operational crews and staff.

(The decisions on this item can be called-in by the Resources and Performance Select Committee)

12 ARRANGEMENTS FOR CIVIL PARKING AND MOVING TRAFFIC ENFORCEMENT IN SURREY FROM 2023/24 (Pages 87 - 100)

Cabinet is asked to approve the award of a contract for parking and moving traffic enforcement and associated administration services commencing April 2023 following the completion of the procurement process.

(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)

13 ANNUAL PROCUREMENT FORWARD PLAN FY2023/24 (Pages 101 - 112)

The revised Procurement and Contract Standing Orders agreed by the Council in May 2019 require the preparation of an Annual Procurement Forward Plan (APFP) during the business planning cycle. The APFP has been developed for 2023/24 and Cabinet is asked to approve the plan to allow implementation of the identified procurement activity.

(The decisions on this item can be called-in by the Resources and Performance Select Committee)

14 MONTHLY BUDGET MONITORING- 2022/23 MONTH 07 (Pages 113 - 124)

This report provides details of the County Council's 2022/23 financial position as at 31st October 2022 (M7) for revenue and capital budgets, and the expected outlook for the remainder of the financial year.

(The decisions on this item can be called-in by the Resources and Performance Select Committee)

15 EXCLUSION OF THE PUBLIC

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

P A R T T W O - I N P R I V A T E

16 AGILE OFFICE ESTATE - NORTH-WEST AND SOUTH-WEST CORPORATE OFFICE WORKSPACE (Pages 125 - 216)

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)

- 17 CHOBHAM AND LINGFIELD FIRE STATIONS - REDEVELOPMENT SCHEMES** (Pages 217 - 220)

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)

- 18 ARRANGEMENTS FOR CIVIL PARKING AND MOVING TRAFFIC ENFORCEMENT IN SURREY FROM 2023/24** (Pages 221 - 230)

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 Communities, Environment and Highways Select Committee)

- 19 ANNUAL PROCUREMENT FORWARD PLAN FY2023/24** (Pages 231 - 238)

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)

- 20 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 12 December 2022

QUESTIONS, PETITIONS AND PROCEDURAL MATTERS

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

Please note:

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

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

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

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

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

Thank you for your co-operation

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 29 NOVEMBER 2022 AT 2.00 PM
AT SURREY COUNTY COUNCIL, COUNCIL CHAMBER, WOODHATCH
PLACE, 11 COCKSHOT HILL, REIGATE, SURREY, RH2 8EF.**

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

Members: *= Present

*Tim Oliver (Chairman)
*Natalie Bramhall
*Clare Curran
*Matt Furniss
*David Lewis
*Mark Nuti
*Denise Turner-Stewart
*Sinead Mooney
*Marisa Heath
*Kevin Deanus

Deputy Cabinet Members:

*Maureen Attewell
Rebecca Paul
*Paul Deach
*Jordan Beech

Members in attendance:

Catherine Baart, Local Member for Earlswood and Reigate South

**PART ONE
IN PUBLIC**

167/22 APOLOGIES FOR ABSENCE [Item 1]

There were no apologies.

168/22 MINUTES OF PREVIOUS MEETING: 25 OCTOBER 2022 [Item 2]

These were agreed as a correct record of the meeting.

169/22 DECLARATIONS OF INTEREST [Item 3]

There were none.

170/22 MEMBERS' QUESTIONS [Item 4a]

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

171/22 PUBLIC QUESTIONS [Item 4b]

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

172/22 PETITIONS [Item 4c]

There were none.

173/22 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

There were none.

174/22 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

There were none.

175/22 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 6]

There were two decisions taken since the last meeting of the Cabinet.

RESOLVED:

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

176/22 CABINET MEMBER OF THE MONTH [Item 7]

The report was introduced by the Cabinet Member for Environment who updated the Cabinet on the work she had been doing. This included work around land, nature recovery and biodiversity. The Council had a new responsibility under the Environment Act to lead on developing a Local Nature Recovery Strategy. This work involved establishing priorities for nature and mapping these across the county through a collaborative and evidence-based process over the next 12 months. An important aspect of this was stakeholder engagement and engaging more broadly with the whole community. It was recognised that the county council was just the custodian in this work and it was residents who would help with nature recovery. It was explained that the property team at the Council led on the partnership purchase of Tice meadow, a former quarry site which had been made into a nature park. The Meadow had been embraced by residents and community groups had been leading on nature recovery here. The River Thames Scheme which would help reduce the risk of flooding would also support nature recovery by creating more green spaces. Recently a mayfly which was thought to be near extinction and had not been seen for nearly 50 years had been found by the River Thames site.

The Deputy Cabinet Member for Environment explained that he had visited several nature reserves in the county and recognised the fundamental role these places played in supporting people in adult social services especially with employment and health. The Deputy Cabinet Member had also visited Norbury Sawmill and praised the work being done to support young people. The Deputy Cabinet Member was also working with the communications team to encourage people to visit the countryside. The Council's Green Champions Network had shown great leadership and had cleared 2.5 tonnes of floating pennywort at the Basingstoke Canal which the Deputy Cabinet Member had also supported. Cabinet Members commended the report and recognised the

excellent work being undertaken to support biodiversity and the contribution of volunteers in this sphere of work.

RESOLVED:

That the Cabinet Member of the Month update be noted.

177/22 2023/24 DRAFT BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY TO 2027/28 [Item 8]

The report was introduced by the Leader who explained that the County council was required to produce a balanced budget in advance of each financial year. The Final Budget for 2023/24 would be approved by Cabinet in January 2023 and full council in February 2023. The financial settlement from Government was expected on 21 December 2022. The council had worked hard over recent years to improve its financial resilience and the financial management capabilities across the organisation. This had strengthened the council's position, compared to where it was in 2018. Through hard work and diligent financial management, the council had built a stronger financial base from which to deliver services. The cost of living crisis, global financial uncertainty and government policy changes had meant some severe challenges to the council's financial position. It was explained that there remained a provisional budget gap for 2023/24 of £14.4m, driven primarily by significant inflation, policy changes and ongoing demand pressures within priority services. The draft budget assumed an increase of council tax by 1.99% and although the Chancellor had allowed for council tax to be increased by 5% without a referendum there was no expectation the authority would be doing this. The Leader encouraged residents to participate in the draft budget survey which was available for completing via the Surrey Says website.

The Cabinet Member for Finance and Resources echoed the comments made by the Leader explaining that a number of efficiencies had been identified across the authority and that the council was facing significant pressures due to inflation. Although adult social care charging reforms had been pushed back, this would be a significant pressure once introduced.

RESOLVED:

1. That Cabinet note the 2023/24 Draft Budget and Medium-Term Financial Strategy to 2027/28, including progress to date in setting out spending pressures and efficiencies, as set out in Annex A.
2. That Cabinet note the provisional budget gap of £14.4m for 2023/24 and the next steps required to close the gap.
3. That Cabinet note the proposed Capital Programme for 2023/24 to 2027/28 of £1.9bn set out in Section 6 and Annex B
4. That Cabinet note the Executive Summary of Resident Engagement and next steps set out in Section 9.

Reasons for Decisions:

In January 2023, Cabinet will be asked to recommend a Final Budget for 2023/24 to full Council for approval in February. The draft budget sets out proposals to direct available resources to support the achievement of the Council's corporate priorities, balanced against a challenging financial environment, giving Cabinet the opportunity to comment on the proposals and next steps.

The draft budget also provides an update on the continuing transformational programme, including identified cross cutting opportunities which are required to ensure that the Council can continue prioritising outcomes for residents, while managing growing demand for services and safeguarding future financial resilience and sustainability.

(The decisions on this item can be called-in by the Resources and Performance Select Committee)

178/22 2022/23 MONTH 6 (SEPTEMBER) FINANCIAL REPORT [Item 9]

The report was introduced by the Cabinet Member for Finance and Resources who explained that at Month 6 the council was forecasting a full year deficit of £24.5m, against the approved revenue budget. The forecast directorate overspend related to overspends in services with the largest overspend being a £15m projected overspend on Home to School Transport and a £6m pressure on the care package budget due to forecast non-achievement of efficiencies due specifically to market and demand pressures and capacity challenges, increased costs of care and rising assessed fees & charges debt resulting in an increased provision for bad debt and debt write offs. The Leader explained that the empty homes initiative would be extended to 2024/25 and the number of empty properties had been reduced to 53.

RESOLVED:

1. That Cabinet note the Council's forecast revenue and capital budget positions for the year and the commitment to develop a budget recovery plan.
2. That Cabinet approve the use of the Council's 2022/23 Adult Social Care Fair Cost of Care and Market Sustainability funding (see paragraphs 12-16)
3. That Cabinet approve the extension of the empty homes initiative for three years to 2024/25, with a change that the baseline over which Districts and Boroughs (D&Bs) receive funding is moved from 2019 to 2021 (see paragraphs 17-19).
4. That Cabinet approve the creation of an inflation hardship contingency, to manage the risk of construction and other inflation levels in Your Fund Surrey projects and delegate to the Executive Director of Customer & Communities and the Deputy Chief Executive & Executive Director of Resources, in consultation with the Cabinet Member for Communities & Community Safety and the Cabinet Member for Finance & Resources the ability to, in exceptional circumstances, award up to 10% of the bid value when presented with robust evidence that the variance is caused by the movement in the construction market, or inflation increases, since the original bids were

submitted. The contingency will be met from the existing overall Your Fund Surrey programme allocation (see paragraphs 23-25).

Reasons for Decisions:

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)

179/22 RESPONDING TO THE RISING COST OF LIVING IN SURREY [Item 10]

The Leader explained that the report outlined work being done to support households facing financial hardship. There had been an increase in the number of people visiting the Citizens Advice Bureau for advice and visiting food banks for support. A number of initiatives were underway to support residents including the introduction of 11 dedicated Community Link Officers (CLOs) deployed across all of Surrey's districts and boroughs. The CLOs were working hard in relation to helping communities with the current cost of living crisis and supporting the development of Warm Hubs across Surrey which was launched on the 3rd of November. The warm hubs would include a mix of libraries, leisure centres, faith sector and other community buildings. A welfare support line had been set up to provide communications, advice and guidance to residents. This was being supported by the customer services team at the council.

The Deputy Leader and Cabinet Member for Communities and Community Safety stated that she had visited the Merstham warm hub and commented that it was great seeing staff supporting residents. The Cabinet Member for Children and Families commented that she had seen an increase in residents asking for advice and support around the cost of living. From 12 December Staines library would be providing warm drinks for people. The Cabinet Member for Education and Learning explained that free school meal vouchers would be provided for children in Surrey across the Christmas period.

RESOLVED:

1. That Cabinet note the emerging insights around the rising cost of living in Surrey, and the rapidly evolving national context.
2. That Cabinet note the potential severity of the evolving situation and the possible impact for local communities, staff and business continuity.
3. That Cabinet note the financial investment made to date and the council's intention to continue to support residents, communities and partners through further financial investment where possible, whilst being mindful of the increasing financial pressures on the council.
4. That Cabinet endorse the developing response to the rising cost of living, both internally and with partners, and the planned mitigations to manage risks to resident welfare, staff wellbeing, and service capacity and continuity.

5. That Cabinet agree that the council will work with other councils and national organisations such as the LGA and the County Council's Network to engage with Government on matters of importance relating to cost of living, including to further support provision targeted at vulnerable households to improve thermal insulation and reduce fuel poverty.

Reasons for Decisions:

The rising cost of living has the potential to affect many of Surrey's residents including, but not limited to, those already experiencing financial hardship. The council's response to the situation has been designed to support residents and staff, whilst being mindful of the council's own financial situation.

(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)

180/22 SURREY HOMES FOR SURREY CHILDREN: A STRATEGIC APPROACH TO GROWING CAPACITY IN CHILDREN'S HOMES IN SURREY [Item 11]

The report was introduced by the Cabinet Member for Children and Families who explained that Cabinet was being asked to endorse a long-term strategic aim for the Council, that every looked after child has a choice to remain in Surrey, where this is appropriate to their needs. As part of the proposals £18m capital funding would be used to grow the capacity of children's homes in Surrey, enabling more looked after children to live closer to the communities they are from. This directly supports the priorities and ambitions set out in the Council's Looked After Children and Care Leaver Sufficiency Strategy 2020- 2025, including creating Surrey homes for Surrey children. It was explained that £3.5m from capital funding would be used to provide a second children's home in the Woking area and the council had been successful in its bid to secure match funding from the Department of Education to support the development of a children's home in Surrey. The Deputy Cabinet Member for Children and Families commented that Surrey had significantly few children homes compared to comparator local authorities.

RESOLVED:

1. That Cabinet endorse the long-term strategic ambition for SCC that every looked after child has a choice to remain in Surrey, where this is appropriate to their needs – as previously endorsed by the Surrey Corporate Parenting Board.
2. In support of the above ambition and delivery of SCC's Looked After Children and Care Leaver Sufficiency Strategy 2020-25:
 - a. That Cabinet endorse an overall plan to create up to 30 additional beds in Children's Homes across a number of sites in Surrey (noting this may be revised by decision of the Executive Director for Children, Families and Lifelong Learning in consultation with the Cabinet Member for Children, Young People and Families), with care to be

delivered either directly by SCC in-house and/or in partnership with trusted external providers

- b. That Cabinet approve the allocation of up to £18 million capital funding towards the creation of up to 24 of these beds in new Children's Homes, reallocated from £30 million previously allocated for the delivery of 150 beds of Care Leaver Accommodation by Cabinet on 23 February 2021.
 - i. That Cabinet approve the allocation of £3.5 million from this £18 million to provide a second children's home in the Woking area (as detailed in this report). This will deliver not only a much-needed increase in local capacity, but also provide decant for residents of another SCC children's home (SC040633), so that essential improvement works can be undertaken to secure the home's long-term future for Surrey's looked after children.
- c. In addition, Cabinet approve allocation of up to £5 million from the overall £30 million for additional costs associated with five capital projects that are already in development in Surrey (as set out in the main body of the report).
- d. That Cabinet note that a bid has been submitted to DfE for £839k funding to support a further Surrey children's home which is in the early stages of development.
- e. That Cabinet confirm that (in line with the recommendation previously agreed by Cabinet on 23 February 2021) the Executive Director – Children, Young People and Families is given delegated authority to approve individual schemes within overall budget constraints in consultation with:
 - Cabinet Member for Children and Families
 - Cabinet Member for Education and Learning
 - Deputy Chief Executive
 - Cabinet Member for Finance and Resources

In addition, all specific proposals will be reviewed by Corporate Programme Panel.

Reasons for Decisions:

SCC, as corporate parent, is committed to enabling the best possible outcomes for Surrey's looked after children, within the resources it has available. Alongside this moral imperative, we also have a clear statutory duty to ensure, as far as reasonably practicable, that there is sufficient accommodation for looked after children that meets their needs and is within their local authority (LA) area (Children Act 1989, Section 22G). Whilst SCC is already taking concrete steps to deliver this duty and enable positive outcomes, these proposals are an important part of how we plan to take forward the delivery of our statutory Looked After Children and Care Leaver

Sufficiency Strategy 2020-25, which includes the ambition to create Surrey homes for Surrey Children.

These proposals also have wider benefits in support of Surrey's four Organisation Strategy priorities, as set out above: growing a sustainable economy so everyone can benefit; tackling health inequality; enabling a greener future; and empowering communities.

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

181/22 COORDINATED ADMISSIONS SCHEME FOR SEPTEMBER 2024 [Item 12]

The report was introduced by the Cabinet Member for Education and Learning who explained that each year the council was responsible for approving the forthcoming coordinated admission scheme for 2024. The scheme was identical to the scheme published last year. Surrey County Council was responsible for processing approximately 30,000 applications for a school place from Surrey residents and coordinated offers for over 350 schools.

RESOLVED:

That Cabinet recommends that the County Council approve that the coordinated admissions scheme that will apply to all schools for 2024.

Reasons for Decisions:

- The coordinated admissions scheme for 2024 is essentially the same as 2023 with dates updated
- The coordinated admissions scheme will enable the County Council to meet its statutory duties regarding school admissions
- The coordinated admissions scheme is working well
- The Local Authority has a statutory duty to publish its coordinated admissions scheme for 2024 by 1 January 2023
- The proposed scheme meets the statutory requirements of the School Admissions (Admission Arrangements and Coordination of Admission Arrangements) (England) Regulations 2012 and the School Admissions Code

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

182/22 SURREY SCHOOLS & EARLY YEARS FUNDING 2023-24 [Item 13]

The report was introduced by the Cabinet Member for Education and Learning who explained that funding of all Surrey schools (including academies) and the free entitlement to early years nursery provision is provided from the council's allocation of Dedicated Schools Grant (DSG). The report set out the recommended funding formula for Surrey mainstream schools in 2023/24 and also proposes the principles to be adopted in the funding of early years in 2023/24. Schools were funded on a per pupil basis and the council set its own local formula on how much grant funding each school should receive within the government set framework. Each year the

council held a formal annual consultation with all Surrey maintained schools about the formula, this was then considered and then agreed by the Surrey Schools Forum. The report provided detail on how this formula had been reached and would be considered by the Surrey Schools Forum the following week.

A Member queried how rural schools would be supported. The Cabinet Member stated that schools were managed by governing bodies and not the council. Rural schools had fewer pupils and therefore received less funding. The council worked very closely with these schools and had a sustainability strategy in place to support these schools. It was explained that the vast majority of Surrey schools were on annual fixed contracts for energy supplies through the Crown Commercial Services.

RESOLVED:

1. Cabinet Agree that the Council implement the Department for Education's (DfE) recommended Minimum Per Pupil Level in full;
2. Cabinet Agree that the Schools Forum's formula recommendations for schools and early years funding as set out in Annex 3, be approved; and the decisions in Annex 4 implemented
3. Cabinet Agree that the transfer of 1.0% (estimated at £7.8m) from the Schools' block DSG to the High Needs DSG (subject to approval by Secretary of State).
4. Cabinet agree that authority is delegated to the Director of Education and Lifelong Learning in consultation with the Executive Director of Children, Families and Lifelong Learning and the Cabinet Member for Education and Learning to:
 - a. approve amendments to the funding rates in the schools and early years formulae as appropriate following receipt of the DSG settlement and DfE pupil data in December 2022. This is to ensure that total allocations to schools under this formula remain affordable within the council's DSG settlement.
 - b. determine the use of the former "combined services" funding, estimated at £445,000 for 2023/24, following consultation with Schools Forum where appropriate.
 - c. approve changes to funding arrangements for pupils with Education Health and Care Plans (EHCPs) placed in mainstream schools. Work is underway to design a new framework to be implemented for the academic year 2023/2024, subject to consultation.
 - d. agree 2022/23 one-off exceptional funding allocations for Special Schools

Reasons for Decisions:

To comply with DfE regulations requiring formal council approval of the local funding formula for Surrey's early years settings, primary and secondary schools.

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

183/22 ADULT SOCIAL CARE STRATEGY FOR PEOPLE WITH PHYSICAL DISABILITY AND SENSORY IMPAIRMENT 2022 - 2027 [Item 14]

The report was introduced by the Cabinet Member for Adults and Health who explained that the new strategy would help support a shared understanding of the needs and the barriers that residents with a physical disability and a sensory impairment share. The strategy would focus the action of all the partners across the Surrey system who will need to work together to make the changes we need to see. A Disability Partnership Board which will be co-led by people with lived experience of physical disabilities and sensory impairments would be set up and will involve and consult local communities, the NHS and district and borough councils. The strategy would ensure nobody being left behind, an ambition of the council. The Cabinet Member thanked officers for producing the strategy and working tirelessly to support service users. The Cabinet Member for Children and Families thanked staff for producing the strategy and consulting various partners in its production. The Leader commented that he was pleased to see that people with lived experience would be involved with the Disability Partnership Board.

RESOLVED:

1. That Cabinet endorse the new strategy for people with physical disability and/or sensory impairment.
2. That Cabinet agrees to establishing a Disability Partnership Board which will be co-led by people with lived experience of physical disabilities and sensory impairments and will oversee the development of the different work streams needed to achieve the strategy and strategy action plan.

Reasons for Decisions:

The recommendations have been made to ensure that together with our system partners we improve outcomes, services, and support for people in Surrey with a wide range of physical disabilities and/or sensory impairments.

(The decisions on this item can be called-in by the Adults and Health Select Committee)

184/22 PROGRESS REPORT OF THE GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN [Item 15]

The report was introduced by the Cabinet Member for Environment who provided an update on the Surrey Greener Futures Climate Change Delivery Plan which was agreed by Cabinet last year. The update included an update on progress towards the 2050 net zero county emissions target, successes achieved, challenges faced and changes in approach for the next year of implementation. Talking about some positives that had been achieved, the Cabinet Member explained that the council had reduced its carbon footprint by 17%, £13m had gone into active travel, 5.6MW of solar panels had been installed on domestic roof tops across the county in just over one year, £1.2m in grants had been handed out to Surrey businesses to help them go green and electric charge points were being rolled out across the county. Referring to areas that required improvement, the Cabinet Member stated that there had been a slow down in the decarbonising of

homes. The uptake of electric cars had been slow and in 2021 the uptake had only been at 2%. The Cabinet Member explained that a high profile NGO and Uswitch had recognised the good work the council had undertaken to tackle climate change.

The Deputy Cabinet Member stated that more work needed to be done to connect up the cycling network in Surrey and that he had visited Cambridge where the cycling infrastructure was exemplary. The council would aspire to improve its cycling network and details about possible improvements would be fed back to the Cabinet Member for Transport, Infrastructure and Growth.

RESOLVED:

1. That Cabinet note the progress and findings of the Greener Futures Climate Change Delivery Plan Progress Reports (Annex 1 and 2).
2. That Cabinet agree the suggested programme amendments which lie within the scope of the current *Greener Futures Climate Change Delivery Plan 2021-2025* and have been developed with the Greener Futures Member Reference Group and other partners.

Reasons for Decisions:

There has been some good progress and some notable partnership successes, especially in collaboration with districts and boroughs, in the first year of The Plan which should be noted. However, there are also some significant challenges to current and future delivery, which, while the current Plan is still sound, do require some amendments to how Surrey County Council and partners deliver over the remaining years to 2025/26, and these are set out in paragraph 12.

(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)

185/22 TRAFFIC REGULATION ORDER POLICY [Item 16]

The report was introduced by the Cabinet Member for Environment who explained that the report asked for Cabinet to remove Surrey County Councils Traffic Regulation Order (TRO) Policy for Byways Open to All Traffic (BOATs) on Public Rights of Way and approve a new BOATs policy which sets out how the Council will manage BOATs in the future including the use of TROs. The Cabinet Member added that the council did not encourage the use of BOATs by Mechanically Propelled Vehicles (MPVs), but it recognises that it has a statutory duty under S.130 Highways Act to assert and protect the rights of all public users of rights of way including MPVs. The policy had been shared with the Select Committee and partners.

RESOLVED:

1. That Cabinet agree to remove the SCC Traffic Regulation Order (TRO) Policy for byways open to all traffic (BOATs) on Public Rights of Way.
2. That Cabinet agree the new policy which sets out how the Council will manage BOATs in the future including the use of TROs.

Reasons for Decisions:

Surrey County Councils current Traffic Regulation Order (TRO) Policy for Byways Open to All Traffic (“BOATs”) on Public Rights of Way is under review. The current policy does not make reference to all the grounds on which a TRO can be made. Therefore, the current policy is being removed and a new policy has been drafted for agreement by Cabinet.

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

186/22 SURREY INFRASTRUCTURE PLAN - PHASE 3 SCHEMES [Item 17]

The report was introduced by the Cabinet Member for Transport, Infrastructure and Growth who stated that investment in infrastructure was essential for sustainable economic growth and to cater for the needs of Surrey’s businesses and communities. The Surrey Infrastructure Plan Prioritisation Framework had been approved by Cabinet in February 2021. The plan allowed for a more flexible approach whereby all projects were assessed on how they meet a range of outcomes and align to new and emerging funding opportunities as they arise. The plan introduced a continuous cycle of schemes as they move from concept to implementation stages. The report recommended the approval of a further phase of schemes to be implemented (Phase 3 projects), identifies additional schemes requiring further development and provides a brief update on the status in the earlier phases which were approved by Cabinet in October 2021 and May 2022. The Cabinet Member briefly summarised the Phase 3 projects.

RESOLVED:

1. That Cabinet agree the implementation of the Surrey Infrastructure Plan Phase 3 projects identified in the report and set out in Appendix 1, within the approved budget envelope, subject to the final business case for each scheme being approved by the Capital Programme Panel.
2. That Cabinet agree to delegate the development and delivery of the schemes to the Executive Director of Environment, Transport & Infrastructure, in consultation with the Cabinet Member for Transport, Infrastructure & Growth.
3. That Cabinet agree that the Cabinet Member for Transport, Infrastructure & Growth will determine the prioritisation of SCC bids to District and Borough Councils for the Community Infrastructure Levy and any successor levies.

Reasons for Decisions:

The recommendations will enable the continued development and delivery of infrastructure schemes that meet a wide range of outcomes and demonstrate deliverability and affordability. They enable the implementation of the third phase of schemes and the development of a continuous pipeline of projects that require further feasibility work. The process is intended to remain dynamic with new schemes added to the long list as they are identified. A continuous programme of schemes will be developed taking them from

concept through to delivery identifying suitable funding opportunities as they progress.

The recommendation for the Cabinet Member for Transport, Infrastructure & Growth to lead on corporate and strategic prioritisation of SCC bids to the Community Infrastructure (CIL) Levy will ensure a co-ordinated response to the County Council's CIL bidding process.

(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)

187/22 SURREY PUBLIC ELECTRIC VEHICLE CHARGEPOINT ROLL OUT PLAN [Item 18]

The report was introduced by the Cabinet Member for Transport, Infrastructure and Growth who stated that in January 2022 Cabinet agreed that Surrey County Council undertake a procurement exercise with the aim of appointing a single supplier to work in partnership with the Council and its delivery partners to deliver public Electric Vehicle (EV) chargepoints at a large scale across the county of Surrey. The report put forward a recommendation to contract with the supplier most advantageous to SCC. The demand for EV chargepoints was increasing after the government's announcement to accelerate the ban of sales of petrol and diesel-powered cars and vans from 2030 and hybrids by 2035. There remained a real gap in the market between the demand for EV vehicles and the availability of chargepoints. Surrey County Council as the highway authority was in a unique position to facilitate on-street EV chargepoints. 47 companies had been identified and were invited to participate in the mini competition, of which 5 companies submitted bid responses. 1600 location suggestions were received for electric chargepoints and the first 6 months of the contract would focus on developing and agreeing a prioritised installation plan through partnership working between the Council, all delivery partners and the successful contractor.

RESOLVED:

1. That Cabinet agree the appointment of the preferred supplier following a competitive tender process as named in Part 2 of this report.
2. That Cabinet agree to approve the allocation of £2m from the capital pipeline to develop and establish ongoing service provision of public EV chargepoints for financial years 23/24 and 24/25, subject to approval of a detailed business case by the Capital Programme Panel.
3. That Cabinet agree to delegate the approval of the initial Network Location Plan for chargepoint installations to the Executive Director of Environment, Transport & Infrastructure in consultation with the Cabinet Member for Transport, Infrastructure & Growth and feedback from the Member Reference Group.

Reasons for Decisions:

Following the report to Cabinet in January 2022, a Communities, Environment and Highways Select Committee EV Reference Group was formed to note and review progress on the options for procurement of public chargepoint infrastructure in Surrey. Following a review by the EV Reference Group of the

essential contract principles, the Group endorsed the proposed model of a single supplier.

A procurement process was then conducted via a mini-competition under the Crown Commercial Services (CCS) Framework RM6213, 'Vehicle Charging Infrastructure Dynamic Purchasing System Agreement' (the DPS) for the Supply, Installation Operating and Maintenance of the EV Charging Points.

The outcome of the evaluation process has identified a successful single supplier who is recommended for award.

The Contract has been written in a way that obligates the successful supplier to put up the capital investment; however, to support the achievement of geographic and social equity in the provision of this infrastructure across Surrey, and also to initiate and accelerate this programme, £2m is requested from the capital pipeline, to support project set up and subsidise selected chargepoint installations. Officers will seek to reduce the sum required from the Council through external funding by continuing to apply for Government and other funding opportunities.

Finally, the development of a network plan for identifying and prioritising installations will be a key first objective of the new contract which will require a formal decision, hence the recommended delegation of authority for agreeing this plan.

(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)

188/22 EXCLUSION OF THE PUBLIC [Item 19]

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.

189/22 SURREY PUBLIC ELECTRIC VEHICLE CHARGEPOINT ROLL OUT PLAN [Item 20]

The Cabinet Member for Transport, Infrastructure and Growth introduced the Part 2 report which 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 the authority holding that information).

RESOLVED:

See Exempt Minute [E-29-22]

Reasons for Decisions:

Following the report to Cabinet in January 2022, a Communities, Environment and Highways Select Committee EV Reference Group was formed to note and review progress on the options for procurement of public chargepoint infrastructure in Surrey. Following a review by the EV Reference Group of the

essential contract principles, the Group endorsed the proposed model of a single supplier.

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Finally, the development of a network plan for identifying and prioritising installations will be a key first objective of the new contract which will require a formal decision, hence the recommended delegation of authority for agreeing this plan.

(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)

190/22 PUBLICITY FOR PART 2 ITEMS [Item 21]

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

Meeting closed at 15:53

Chairman

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SURREY COUNTY COUNCIL**CABINET****DATE:** 20 DECEMBER 2022**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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CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE DECISIONS 29 NOVEMBER 2022

Decision:

1. Members' Questions

(i) Details of decision

Discussion details:

There were three questions submitted by two Members. These and the responses were published as a supplement to the agenda. Both Mark Sugden (Hinchley Wood, Claygate and Oxshott) and Jonathan Essex (Redhill East) had submitted further comments and queries around the Countrywide Integrated Transport Schemes Prioritisation Process. Both Members requested the same information on the schemes that were not successful, and that information be made public. Members and the public needed to know and understand where the unsuccessful bids were in the rankings to get an overall perspective and that Members may wish to choose another scheme, depending on the result, for submission in subsequent years. This request was also in the interests of transparency for residents.

Sinead Mooney (Staines) spoke as a divisional member and requested that the Cabinet Member seek a review of the process and in particular the front end of the process as it could be more streamlined. There was a need to understand thresholds, manage expectations of residents and more member involvement and understanding was needed.

Resolved:

1. That a small cross-party review group be set up to review the process.
2. That further detailed information on bids would be published with the Communities, Highways and Environment Select Committee agenda was noted.
3. That each Member would be contacted from 9 December with full feedback of their scheme bids and they would be offered a meeting with their area stakeholder engagement officers.

(ii) Reasons for decision

To ensure understanding, involvement and transparency of the process and outcomes.

CABINET MEMBER FOR HIGHWAYS & COMMUNITY RESILIENCE DECISIONS 29 NOVEMBER 2022

Decision:

2. COUNTYWIDE INTEGRATED TRANSPORT SCHEMES PRIORITISATION PROCESS AND 2023/24 DELIVERY PROGRAMME

(i) Details of decision

1. That the Cabinet Member approve:
 - a) The proposed prioritisation process set out in Annex A of the submitted report, and
 - b) The proposed ITS schemes to be funded from the 2023/24 Countywide Integrated Transport Scheme budget set out in Annex B of the submitted report.

2. That authority be delegated to the Highways Engagement and Commissioning Manager to make any minor amendments to the schemes which may be required to ensure that the schemes are progressed, in consultation with the relevant Divisional Member and where required, the Cabinet Member for Highways and Community Resilience.

(ii) Reasons for decision

Cabinet established the Countywide ITS budget in February 2022, as part of changes to highway decisions, and requested that officers develop a prioritisation process for the fund. The prioritisation process now needs to be agreed so that schemes can be approved and progressed to the design and delivery stage.

Surrey Education Strategy to 2030

I am pleased that work on the Surrey Education Strategy which includes the School Organisation Plan and Sustainability Strategy is progressing well and I will present this to the next Cabinet meeting in January.

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 to meet the council's statutory duty to provide sufficient places.

The Sustainability Strategy is intended to support the Skills Strategy and Plan launched on 10 November 2022 at the Skills Summit. It will also set out the implications of the White and Green Papers for Surrey education settings and for their learners and the key challenges for Surrey in terms of levelling up education outcomes.

Although I am the Cabinet member for Education and Learning, it is important to remember that local authorities do not run schools, Headteachers are accountable to school governors. Our role as a local authority and mine as Cabinet member is to be a '**Champion for all Learners**' in Surrey. To fulfil this, we will continue to work with key stakeholders to shape a shared set of ambitions for learners of all ages in Surrey which support the delivery of the Community Vision 2030 to ensure that no one is left behind.

Update on SEND improvement work and our Safety Valve Agreement

Over the summer months, Surrey's Additional Needs and Disabilities Partnership Board conducted a self-evaluation exercise, reflecting on areas of strength and areas for development. Importantly this activity included a strong use of data and insight and was carried out with third sector and user voice partners (such as Family Voice Surrey, Surrey Youth Focus and ATLAS) who held a mirror up to our partnership evaluation. This self-evaluation is now informing the refresh of our Partnership, Inclusion and Additional Needs Strategy, which is being co-produced with partners, families and communities. Once the draft strategy has been reviewed by the Partnership Board and Select Committee, I look forward to bringing it to Cabinet early next year for your endorsement and support.

Some of our key priorities for Additional Needs and Disabilities improvement include improving sufficiency and improving inclusion and progress in these areas is outlined below:

Sufficiency: As of September 2022, around 800 new specialist school places for children had been provided across Surrey through 35 capital projects. This has created more than 280 additional places for academic year 2022/2023 and includes places that have also now been phased in from projects delivered in 2020 and 2021. Five 2022 projects have final works deliverable between Dec 22 and early spring 23, but Sep 22 and Jan 23 place availability has been secured. 14 more projects are on track for delivery 2023/24, and these will deliver around 350 more new places, of which 190 are expected to be available for September 2023.

The impact of improved sufficiency can be seen not just in the new specialist places that children and young people are benefiting from, but also the reduced use of non-maintained independent specialist schools from 12.5% in 2020 to 9% this year, which means that we are securing better value for money for this council and enabling more children and young people with additional needs and disabilities to be educated closer to their homes and communities.

Inclusion: Our work with schools to strengthen inclusion has also continued to embed, with improvements to the Local Offer information, a new Request for Support option for families and professionals seeking help and advice, and the launch of new Ordinarily Available Provision guidance this term. This information and guidance has been co-produced with partners and the roll-out has considered the importance of the role that schools' SENCos play in helping schools and families alike to navigate support. Although these improvements have only been introduced recently, we are starting to see growth in requests for support which we hope will reduce the rate of growth in demand for Education Health and Care assessments. We will be monitoring this closely and adjusting our offers as appropriate.

Safety Valve Agreement: Surrey's Safety Valve Agreement is completely aligned with the Additional Needs and Disabilities strategy and transformation plans, so it includes the initiatives already described, as well as others such as the Team Around the School, for which will be evaluated at the end of the year to inform our future plans.

Despite significant risks, such as workforce shortages and inflationary pressures, which are risks being experienced by SEND systems nationally, Surrey remains on track with the financial trajectory agreed with the Department for Education (DfE). This projects that the council will reach a position of financial sustainability in 2026/27. So far this year we have submitted two Safety Valve monitoring reports, and both have been approved by the DfE, so we have received further payments to reduce the High Needs Block deficit. By the end of the year, we expect to have received £52m in Safety Valve payments from government.

Home to school travel assistance

7

The home to school transport service came under immense pressure to process higher numbers of applications this academic year. At the time of writing, there are 24 active applications. There are 48 active stage 1 appeals in progress and 25 stage 2 appeals in progress are being heard in line with SLAs. This year, a new Home to School Travel Assistance policy was introduced which rebalances expectations about provision, offers different choices to families and revises the eligibility arrangements. Taken together with the higher numbers of applications, this led to delays in eligibility assessments and responses to parental queries, which in turn impacted on the Council's ability to arrange travel assistance for some eligible children for the start of the academic year. I again apologise for the disruption and inconvenience to parents and families this year because of these interlinking factors.

A significant programme of improvement is underway, to address the underlying challenges experienced this year, so that we can learn from these and implement major changes to improve this service for the academic year 2023/24. These will focus primarily on the customer journey and service improvement to ensure that all applications are processed and delivered promptly, and that transport is in place for eligible children and young people when they need it to get to school or college.

SURREY COUNTY COUNCIL**CABINET****DATE: 20 DECEMBER 2022**

REPORT OF CABINET MEMBER: DENISE TURNER-STEWART, DEPUTY LEADER AND CABINET MEMBER FOR COMMUNITIES AND COMMUNITY SAFETY

LEAD OFFICER: MARIE SNELLING, EXECUTIVE DIRECTOR FOR CUSTOMER AND COMMUNITIES

SUBJECT: DEVELOPMENT AND INTRODUCTION OF YOUR FUND SURREY – SMALL COMMUNITY PROJECTS FUND

ORGANISATION STRATEGY PRIORITY AREA: EMPOWERING COMMUNITIES

Purpose of the Report:

This report proposes an amendment to Your Fund Surrey (YFS) following review and feedback from applicants, Divisional members and members of the Communities, Environment and Highways Select Committee. The recommendation is the introduction of a new funding stream from the existing Your Fund Surrey (YFS) capital fund for smaller community projects under £50,000.

The proposals within the report look to build on the strengths of the current fund, enhance decision making and ensure that the community benefits provided by the fund can be experienced by all areas of the county. They also seek to ensure the level of information and scrutiny within the process is proportionate to the level of risk.

A report on proposed changes to the existing YFS capital fund will be brought to Cabinet in the first quarter of 2023.

Recommendations:

It is recommended that Cabinet:

1. Approve the introduction of a new subsidiary fund, 'Your Fund Surrey – Small Community Projects'
2. Agree the process, criteria and framework for Your Fund Surrey – Small Community Projects
3. Agree to rename Your Fund Surrey (YFS) as Your Fund Surrey – Large Community Projects to enable residents to differentiate between the funds

Reason for Recommendations:

The proposed improvements to the Fund build on the learning of running YFS over the past two years. Since the Fund was launched, the financial climate has changed which has shifted the focus of the fund away from the initial "think big" branding.

The objectives of allocating a portion of YFS funding for smaller-scale projects are to:

- Support smaller capital projects which might otherwise not have met the YFS criteria due to size or lack of wider community benefits
- Make the process quicker, easier and more accessible for smaller community organisations
- Ensure every Division benefits from YFS funding
- Utilise the local knowledge of Divisional members to identify the needs within their communities and direct their support

Background:

1. In November 2020, YFS was introduced as a funding stream to support community-led projects across the county. Since its launch, over 250 applications have been received. Of these, 18 applications have progressed and have been discussed at Advisory Panel and 15 community projects funded, totalling £4,000,000. Approved projects have ranged from the provision of sports facilities to the construction of a local community shop and café.
2. Of the 15 projects funded, a number are now complete and the benefits to the community are far beyond those first envisaged in the initial applications. Communities are increasing their connections, working together with local businesses and new facilities are seeing greater numbers and diversity of people taking part.
3. The YFS team continuously reviews the Fund's performance with the aim of improving its efficiency and focus. As outlined in the July 2020 Cabinet report, the YFS capital grant was designed to be flexible to allow the Fund to be shaped over time and tailored to community demand.
4. Through a transformation review of the process, several recommendations were identified. The key recommendation is that the applications should be processed in relation to their risk. There should be a simple process for small projects and capital purchases and a more in-depth process for complex applications that require a higher level of due diligence.
5. Complicated applications may include setting up a new organisation, gaining planning permission, agreeing lease arrangements, developing commercial business plans and seeking complimentary funding streams. A recent internal audit of YFS commented "the need remains for an appropriate level of scrutiny of applications to mitigate the risk of awarding funds to ineligible or fraudulent applicants." The rising cost of living increases the risk of projects failing and has led to a greater need for contingency.
6. To date, several worthwhile applications have fallen outside the scope of the YFS criteria, established to encourage community led projects that provide new or widened community benefit. This focus has meant that refurbishments or minor improvements which maintain the current level of community benefit, but that do not introduce new benefits, have not been taken forward.

7. Some projects have also been excluded from funding because they are too small for YFS, which is for projects over £10,000.

Your Fund Surrey – Small Community Projects

Overview

8. The proposal in this report is to allocate funding from the YFS capital fund to provide each County Councillor with £50,000 to the end of the 2024/25 financial year (31 March 2025).
9. The fund will be used for grants between £1,000 and £50,000 to support capital community projects. The fund will open in February 2023 and run until March 2025, providing Divisional members time to engage with their communities and prioritise the requests over the life of the fund rather than having end of year deadlines. The fund amounts to £4,050,000 for 81 councillors.
10. Through allocating an allowance to each County Councillor, the Small Community Projects fund will help to ensure that each community in Surrey can gain benefit from the overall fund. Members will be able to use their local knowledge to direct funding in their geographical areas and decide how the Small Community Projects fund is spent.

Application Process

11. The application process will mirror the current Members' Community Allocation process, which was chosen as it is a simple and established process that current members and communities understand
12. Applications will follow the process outlined below:
 - a. Potential applicants contact their local County Councillor to ask for support
 - b. If the County Councillor would like to fund the project, the Councillor will send the applicant a link to the online application form
 - c. The applicant completes the online application form.
 - d. The completed application form comes directly to the funding team who will review the application to ensure that it meets the funding criteria. They will also ensure that the request meets the definition of capital expenditure, taking advice from Finance where required.
 - e. Once the funding team are happy with the application, they will ask the County Councillor to confirm whether they agree to use their allocation to fund the project.
 - f. Officers will sign-off the project and authorise payment
13. The application form will ask the applicant for details about the project, evidence of a quote (or quotations if above £25,000) and an outline of how the project will support SCC's community vision and organisational priorities.
14. Applicants will need to demonstrate that they have all the necessary approvals in place for their project, and that ongoing maintenance arrangements have been agreed.

15. The applicant will also be asked about community support for the project but, unlike YFS, will not be required to use Commonplace to demonstrate this support.
16. As part of the application process, applicants will be asked to agree to the standard terms and conditions of the fund.

What the fund can be used for

17. The fund will only be available for capital funding, for example to cover the purchase or improvement of a building, equipment, infrastructure or software. It cannot be used for revenue items such as wage costs.
18. Examples of projects that would be eligible for support from the new fund include:
 - Improving / creating new paths or cycleways
 - Creating a community orchard or purchasing trees
 - Purchasing new picnic tables or benches for a village green
 - Refurbishing community assets, perhaps warm hubs, to reduce ongoing running costs
 - Providing sports equipment for a local club
 - Purchasing a shed or outbuilding for a new venture
19. Applications will be considered for projects between £1,000 and £50,000. Any projects or individual purchases under £25,000 will require evidence of cost but, in accordance with the Council's procurement guidelines, projects or individual purchases between £25,000 and £50,000 will require three quotations.
20. A limit of £50,000 has been set, as projects over this level should go via the YFS Large Community Projects process so that the application can be thoroughly assessed. The simplified process for the Small Community Projects fund does not follow the same governance as the large projects process as it is expected that applications to the Small Community Projects fund will be simple capital purchases or projects.
21. For this reason, the funding cannot form part of a larger project over £50,000. Divisional members will be able to pool their funding on a project if they would like to, but the total value of the project cannot exceed £50,000. Projects coming through the Small Community Projects route should not require complicated permissions or commercial plans. If they do, the application should follow the Large Community Projects route, even if under £50,000.

Criteria

22. Applicants for the Small Community Projects fund must be able to demonstrate that the project supports at least one of the aims of Surrey's Community Vision 2030.
 - Children and young people feel safe and confident
 - Everyone benefits from education, skills and employment opportunities
 - Everyone lives healthy, active and fulfilling lives
 - Everyone gets the health and social care support they need
 - Communities are welcoming and supportive
 - Residents live in clean, safe and green communities
 - Journeys across the county are easier and safer

- Everyone has a place they can call home
- Businesses in Surrey thrive
- Communities are well connected and grow sustainably

23. In line with the wider YFS programme, the following exclusions will be in place:

- Projects supporting political organisations or individuals
- Ongoing revenue costs, such as salaries or running costs
- Replacing any withdrawn funding from Surrey County Council or existing projects
- Funding public sector bodies or private companies to carry out their statutory duties
- Projects that contravene any of Surrey County Council's agreed policies or priorities
- Paying for a consultant to make an application to the fund on the applicants' behalf
- Retrospective funding
- Highways projects

Funding conditions

24. Funding allocated must be spent within 6 months of being awarded. Any funding from the Small Community Projects fund remaining unspent at the end of the term of the fund will be returned to the wider YFS funding pot. It cannot be carried over to the next financial period.

25. Applicants will be required to provide evidence of spend (such as a photograph of the completed project) to ensure that the grant has been spent according to the funding agreement. Members will be encouraged to follow up with the applicant to check on progress. Plaques will be provided to all successful projects to publicise the fund and highlight that the project has been funded by Surrey County Council.

Comparison of community funding streams

26. Table 1 below demonstrates how the proposed new Small Community Projects fund will compare to the two existing community funds available. The new fund will follow the objectives of YFS, but applications will be much simpler and will align to the current MCA process. Applicants must only apply via one funding route. They will not be permitted to apply to two different funding streams for the same project.

Table 1 – Comparison of community funds

	Members' Community Allocation Fund (MCA)	Your Fund Surrey – Small Community Projects	Your Fund Surrey – Large Community Projects
Fund	Revenue and/or Capital Fund	Capital Fund	Capital Fund
Amount	Up to £5,000 per County Councillor per	Up to £50,000 per County Councillor until	Individual projects >£10,000

	annum, no limit on amounts and members can pool	end March 2025 Individual projects between £1,000 and £50,000 Pooling between members is permitted up to a total project value of £50,000.	
Objective	For Members to allocate to a range of community projects. Criteria is open and fund can be used for both capital and revenue items.	For Members to use a proportion of the wider YFS fund to support communities with specific capital purchases and/or improvements.	Give financial backing to large capital projects that will enhance the local community.
Application process	Simple application form via County Councillor. Need proof of quote, description of project and how it supports SCC's community vision.	Simple application via County Councillor. Need proof of quote(s) and description of purchase / refurbishment / project. Will need to outline what community support they have.	A six-stage process starting off with a pin on the map and an idea submission. Need to provide financial, commercial and risk information and use commonplace to demonstrate community support.
Approval timescale	1-2 weeks after application	2-4 weeks after application	6-9 months after full submission
Payment	One-off payment released automatically	One-off payment released automatically	Payment schedule
Contract	Standard funding agreement built into application form	Standard funding agreement built into application form	Specific funding agreement
Ongoing monitoring	Evidence that money has been spent (for example, photograph of event)	Require evidence of spend.	Completion of Income and Expenditure Account at end of project. Ongoing monitoring for 5 years to assess benefit.

Consultation:

27. Extensive consultation was undertaken when YFS was developed. Since its launch, feedback and informal consultation has taken place with applicants, community groups and Divisional members. Two reports have been taken to the Communities, Environment and Highways Select Committee who have provided YFS Officers with

recommendations to enhance the process. The process has also undergone annual internal audit reviews.

28. The Communities, Environment and Highways Select Committee was updated on the proposals contained within this report on 5 December 2023.

Risk Management and Implications:

29. There are a number of risks relating to the proposals in this report. Officers are confident that the mitigations in place are adequate, as detailed in Table 3 below.

Table 3 – Risks, opportunities and mitigations to proposed changes to YFS fund and criteria

Funding given to projects that don't deliver the desired community benefits	<ul style="list-style-type: none"> Utilising Divisional member's local knowledge of community groups YFS Officers will review all applications against criteria Projects for the Small Community Projects fund limited to £50,000
Fraudulent payment	<ul style="list-style-type: none"> Online application form and automatic payment so less reliance on human error Approval, sign-off process in place
Time taken for decision making	<ul style="list-style-type: none"> The new Small Community Projects fund will increase the speed of decision making
The rising cost of living increases the risk to the success of applications	<ul style="list-style-type: none"> Financial and commercial assessment Contingencies are included Payments not started until evidence of all funding is in place
Applicants confused between the three funds	<ul style="list-style-type: none"> New web site, communications and marketing to direct applicants Briefing with members on new fund Wider Surrey Officers briefed Funding Team available to advise

Financial and Value for Money Implications:

30. This fund amounts to £4,050,000 for 81 councillors and is being funded from the existing YFS capital allocation.

Section 151 Officer Commentary:

31. Although significant progress has been made to improve the Council's financial position, the financial environment remains challenging. The UK is experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding. In addition to these immediate challenges, the medium-term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding 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.

32. The long-term sustainability of the projects funded by Your Fund Surrey is a key factor in assessing their suitability. As we expect these to be relatively straightforward projects, ongoing sustainability relies on identifying a modest and reasonably secure source of funds to maintain an asset.
33. The borrowing costs associated with the fund have been fully built into the Council's Medium-Term Financial Strategy.
34. This amendment to the YFS scheme will allow funds to be accessed quickly by communities that demonstrate need. The funds will be low value and relatively low risk, with assessment required to ensure their suitability.

Legal Implications – Monitoring Officer:

35. Council has extensive powers to provide assistance to support community projects including through its power of general competence which it can use to benefit its area and residents, to support delivering greater value for money and innovation further to the Localism Act 2011.
36. The criteria and procedure for applications and the final sign off process for officers following consultation and input from Divisional members is set out in the report and is considered proportionate in the circumstances.

Equalities and Diversity:

37. It was determined, in consultation with the Director for Law and Governance, that a separate Equalities Impact Assessment (EIA) was not required for the development of Your Fund Surrey – Small Community Projects. The full EIA prepared for the Your Fund Surrey project and presented to Cabinet in July 2020 has been reviewed with any additional impacts or mitigations from the proposals set out in the report.
38. The steps being taken to fund a wider range of community led projects with close involvement of the Divisional members are considered to have a positive impact for all Surrey residents including those in protected groups.

Other Implications:

Environmental sustainability implications

39. The environmental impact of all applications is assessed. Applications will not be accepted if they go against policies in Surrey County Council's climate strategy.
40. 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 in Table 4 below.

Table 4 – Implications for Council priorities and policy areas

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	The fund is aligned with the Council's Greener Futures climate change delivery plan 2021 to 2025
Compliance against net-zero emissions target and future climate compatibility/resilience	The fund is aligned with the Council's Greener Futures climate change delivery plan 2021 to 2025
Public Health	No significant implications arising from this report

What Happens Next:

41. The proposed timeline for the launch of Your Fund Surrey – Small Community Projects fund is as follows:

- Fund criteria released to Members in December 2022 to enable conversations with communities to begin
- Digital engagement platform built by end of 2022; testing early 2023
- Member training session scheduled for 23 January 2023
- Fund due to be launched in February 2023
- External communications campaign and launch of new website in February 2023

42. A report outlining wider changes to YFS – Large Community Projects will be brought to Cabinet in the first quarter of 2023

Report Author:

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Nikki Tagg, YFS Programme Manager, Nicola.Tagg@surreycc.gov.uk

Consulted:

Your Fund Surrey applicants

Members of the YFS Advisory Panel

Members of the Communities, Environment and Highways Select Committee

Internal Audit

Sources/background papers:

Community Projects Fund, Cabinet, 21 July 2020

[CPF - Cabinet report - 21.07.20.pdf \(surreycc.gov.uk\)](#)

Community Projects Fund, Cabinet, 29 September 2020
[CPF - Cabinet report - 29.09.20- Final Report.pdf \(surreycc.gov.uk\)](#)

Your Fund Surrey Update, Cabinet, 26 January 2021
[YFS - Cabinet report - 26.01.21.pdf \(surreycc.gov.uk\)](#)

Your Fund Surrey Update, Communities, Environment and Highways Select Committee,
8 March 2022
[Report \(surreycc.gov.uk\)](#)

Your Fund Surrey Update, Communities, Environment and Highways Select Committee,
5 December 2022
[Report \(surreycc.gov.uk\)](#)

SURREY COUNTY COUNCIL**CABINET****DATE: 20 DECEMBER 2022****REPORT OF CABINET MEMBER: MARK NUTI, CABINET MEMBER FOR ADULTS AND HEALTH****LEAD OFFICER: LIZ BRUCE, JOINT EXECUTIVE DIRECTOR OF ADULT SOCIAL CARE & INTEGRATED COMMISSIONING****SUBJECT: DIRECT PAYMENTS STRATEGY 2023-2028****ORGANISATION STRATEGY PRIORITY AREA: SO EVERYONE CAN BENEFIT/TACKLING HEALTH INEQUALITY/EMPOWERING COMMUNITIES**

9

Purpose of the Report:

A joint Adults and Children's DP Programme Board was established to lead the response to a light touch review of Adults Social Care Direct Payments offer during 2019. As a result, an external organisation was commissioned to undertake a co-production exercise to develop a Draft All-age Direct Payments Strategy.

The purpose of this report is to seek approval to broader consultation regarding the draft Strategy which it is anticipated will be finalised and published in early 2023/2024.

Recommendations:

It is recommended that Cabinet:

1. Support the production and publication of a Surrey Direct Payments Strategy covering the period 2023 to 2028.

Reason for Recommendations:

Direct Payments provide individuals with greater choice and control over their care and support arrangements than can be the case where services are directly commissioned by the Council. This Strategy presents Surrey County Council's ambition to increase resident take up of the system enabling them more autonomy and ownership of their lives. It sets out how we will seek to provide a stable, unified way of approaching direct payments which will resolve current issues and streamline the process, making it easier and more appealing to a wider resident base. Ultimately, we want to see out uptake rate increase to at least 40% by April 2028.

Executive Summary:

The need for a 'One Council' All-Age Direct Payments Strategy was identified as a result of the Social Care Institute for Excellence (SCIE)'s report following their review of Adults Social Care (ASC) Direct Payments offer during 2019 and subsequent discussions between ASC and the Children with Disabilities (CwD) and Special Educational Needs and Disabilities (SEND) Teams within Children, Families and Learning (CFL) in 2020.

The Draft Strategy, co-designed with users of services, their carers, practitioners and providers, presents the steps that the Council will take to aid access and promote uptake of its Direct Payments offer.

Having a robust and appropriately funded Direct Payments offer will:

- a) Support the Growing a Sustainable Economy ambition through:
 - sustaining and increasing the number of people working as Personal Assistants in this segment of the care market
 - sustaining and increasing the number of support providers who accept Direct Payment clients
- b) Support the Empowering Communities ambition through:
 - Offering individuals and families a greater degree of choice and control over their care and support arrangements
 - Offering an additional and commonly more flexible employment option for people seeking a career in social care.

Background

1. Direct Payments (DP) have been around since 1997 and there is national 'Care & Support Statutory Guidance' available that indicates how local authorities should provide and manage direct payments. However, there is no standard framework, rather the national guidance is subject to local interpretation. As a result, the application of many aspects of providing direct payments, including how the value of a Direct Payment should be calculated, whether external user-led support should be commissioned and how their use should be monitored, is inconsistent across authorities.
2. Direct Payments are a means for individuals and families to exert greater choice and control over care and support arrangements than is the case where services are directly commissioned. They can be used for all or part of someone's support plan, potentially funding:
 - Care within the Home
 - Community Services
 - Day Care
 - Respite / Short Breaks
 (DPs are not an option for nursing and residential care)

Context

3. In Surrey, Adults and Children that are eligible for funded Social Care support are allocated a Personal budget which currently can be deployed in two ways:
 - Directly commissioned services
 - Direct Payments (managed by the individual/family themselves or via a third party to manage the accounts)
4. The number of individuals and families that have chosen to have a DP is shown in the tables below:

	Older People	Physical Disability	Mental Health	Learning Disability and Transition	Carers	Total
No. adults in receipt of community support	3,304	1,510	521	2,599	200	8,134
No. adults with Direct Payment	563	638	67	770	181	2,219
Percentage of people choosing Direct Payments						27%
Percentage of DP clients by client group	22%	32%	5%	33%	8%	100%

Source: Social Care records system, Oct 22 - Open Direct payments by Client Category

Children With Disabilities	
No. of Families eligible for funded support	634
No. of Families with a DP	546
Percentage uptake	86%

Source: CwD Finance Team, November 2022

5. The tables illustrate that a substantial number of individuals and families use Direct Payments. However, the feedback during co-production exercise highlighted that much should be done to improve the offer across all age groups, both to realise the potential benefits of Direct Payments and to increase uptake.
6. To address SCIE's findings, a 'One Council' (all-age) Direct Payments Programme Board was established, comprising Adult Social Care (ASC) and the Special Educational Needs and Disability (SEND) and Children with disabilities (CwD) Teams in Children, Families and Learning (CFL). During 2021-2022 the Programme Board undertook a strategic review adopting a 'One Council' approach, with the following objectives:
 - Ensure the local market offers a range of attractive options from which DP Clients can choose
 - Embed DP into practice and culture to deliver a better service.
 - Support effective budget management and thereby financial sustainability.
 - Establish effective communication mechanisms
7. It was agreed that, in order to address each of the issues that the review highlighted, a Strategy should be developed in parallel to taking remedial action which included:
 - Training regarding Direct Payments for SCC staff,
 - Increasing the recommended rate of pay for Personal Assistants to match the London Living Wage alongside an expectation that this would apply Monday-Sunday (previously weekend rates were higher, affecting availability)
 - Personal Assistant recruitment campaigns
 - Amending standard terms and conditions in supply/service contracts to require providers to charge no greater a fee for Direct Payment clients.
8. The Direct Payments Programme Board commissioned an external social research enterprise organisation, via Surrey Coalition, to undertake a co-design exercise to research what currently works well in Surrey, what doesn't work well and what needs improvement. The substance of this exercise is noted in the Consultation section below. The Programme Board continued to engage with Direct Payments recipients on the co-design group to shape the findings into a draft Strategy.
9. The draft Strategy (attached as Annex 1) has six objectives that seek to address the issues raised:
 - i. Objective one: Ensuring there is clear, accurate and accessible information
 - Who can have a Direct Payment
 - How to arrange a Direct Payment
 - What a Direct Payment can and can't be spent on
 - How flexible Direct Payments can be
 - What services / service providers are available
 - ii. Objective two: Ensuring quality support from practitioners
 - Assessments and reviews are strength based and outcomes focused.

- Full involvement of customers in producing their Support Plan, which recognises that Direct Payments might be used flexibly to achieve the outcome(s) identified
 - Staff are informed and up to date on Direct Payments policy
 - Direct Payments are offered as one way to deploy a personal budget, with a clear outline of their benefits and disbenefits, and with full involvement of carers where appropriate
 - Communications about Direct Payments are designed to allay anxiety and fear
 - Shared / supported decision-making approaches are used
- iii. Objective three: Ensuring equitable access and support in establishing a Direct Payment
- People have support to set up and manage a Direct Payment
 - Advice and guidance on employment responsibilities if choosing to recruit a Personal Assistant(s)
 - People have support employing and managing Personal Assistants
 - Access to independent support and advocacy to assist with issues and problems
- iv. Objective four: Ensure streamlined systems and administration
- The process to set up a Direct Payment is timely and as simple as possible
 - Financial information and support is consistent, accurate and up to date
 - Progress in establishing the Direct Payment is communicated in a timely and respectful manner
 - People have access to accountancy and brokerage support
 - All information about local providers is available online and in a range of other formats
 - Payments are not automatically reclaimed when not used but discussed alongside review of outcomes, acknowledging that underspend might be due to external / unforeseen circumstance and/or the customer might have a clear plan for how they will be used instead to meet the outcomes agreed in the Support Plan
 - When payments are to be reclaimed, following discussion with the customer, this is clearly communicated in writing
- v. Objective five: Developing the Provider Market
- Ensuring a diverse range of support is available to customers wishing to use direct payments
 - Growing the number of Personal Assistants available across Surrey with a focus on equitable access across Surrey, e.g. across different age groups and ethnicities
- vi. Objective six: The development of a Direct Payments communications plan, to include
- Online and printed information is up to date, accessible and accurate
 - SCC staff are able to implement policy confidently and appropriately
 - All parties understand their respective roles and responsibilities (customer, practitioner, finance team), and the importance of the users' experience is reinforced.
10. The Strategy includes a section outlining how it will be delivered – through a series of workstream action plans that will be co-designed with users of services, their carers, practitioners and providers. These action plans will build on what works well in Surrey and good practice from other Authority areas and will respond to the issues raised in the research undertaken, presented in headline form in paragraph 14 below.

Consultation to date:

11. In keeping with the 'Adult Social Care Engagement and Co-Production Protocol' (June 2021); the Direct Payments Programme Board commissioned an external social research enterprise organisation, commissioned via Surrey Coalition. The research was facilitated through micro-community work and conversations with nearly 250 people in receipt of Direct Payments, people working in the system, service providers, voluntary sector organisations as well as SCC staff (ASC, SEND & CwD).
12. The co-design exercise also secured engagement with over 70 SCC practitioners:
 - ASC staff session in February 2022
 - SEND staff session in March 2022
 - CwD staff session May 2022
13. Methods of engagement included:
 - Core Community Group meetings
 - 1-1 interviews
 - Conversations with several groups and organisations
 - Discussions at pre-existing meetings
 - Surveys
 - Case Studies
14. The research found there were examples of good practice – Direct Payments that had led to greater choice and control and achieving individuals' desired outcomes. However, there was also a commonly shared experience of frustration. The main issues that emerged included:

For Service users

- Poor/inconsistent understanding of underpinning principles
- Attitudes in assessments and review practices:
 - Scrutiny of expenditure and lack of focus on outcomes
 - Lack of flexibility regarding how DP can be used to achieve outcome
 - DPs as a result often feeling transactional
 - Unclear rules: practitioners exercising differing degrees of discretion
 - Trust between users and practitioners often an issue
- DPs treated by the Council as an opportunity to achieve cost savings
- Limited expert support to manage DPs
- Inconsistent practitioner contact
- Limited availability of Personal Assistants
- Inconsistent co-ordination and communication between SCC departments
- Unclear/inconsistent expectations of families in transition

For SCC Practitioners

- Process complicated and unclear so can be stressful and resource intensive to pursue
- Pre-paid accounts – unclear whether calculation should be based on NET (less any client contribution) or Gross – determined by decision to use provider or PA for all or some of the care
- Lack of PA availability – particularly where need to support the same culture / language and interest
- Lack of understanding by family / client how to use DP and, if employing a PA, may need to build in on-costs
- Knowledge of principles behind DPs and 'what good looks like' – can result in some of core benefits being lost

15. Distilling the co-design feedback has resulted in highlighting the following themes for a future programme of work, enshrined in the draft Strategy:

System-wide priorities

- Good quality information and advice to support customers deciding whether to opt for DPs
- Streamlined processes for clients, Personal Assistants/Providers and staff
- Good quality information and advice about the process for all parties
- A 'place' where individuals can get help and support with DP issues

Practice priorities

- Build DPs into Strength based practice training
- Review role of DP Champions
- Focus on support to families in transition, including role of parent as child reaches 18th birthday
- Streamlined payment processes

Commissioning priorities

- Establish regular dialogue with providers who support DP clients
- Clarity regarding quality assurance for individuals and providers
- PA recruitment and retention: training packages that support skills development and accreditation; PA Peer support / PA network
- Consideration of whether greater focus on managed accounts is required and exploration of Individual Service Funds.

16. The findings of the co-design work and issues that would be included in the Strategy were presented to the Health Select Committee on 15th July 2022, receiving strong support.
17. The item was discussed at informal cabinet on 14th November, presented by Liz Bruce (and Rachael Wardell).

Risk Management and Implications:

Service delivery:

18. It is essential that there is a robust market to support individuals and families that choose a Direct Payment. Without a robust approach to the delivery of its Direct Payments offer, there is a risk that appropriate support needed by individuals cannot be found in a timely manner by people wanting to use Direct Payments. This leads to a greater reliance on directly commissioned services and thereby a reduction of choice and control, carrying a risk of greater dependence.
19. The offer for service users and their families who wish to use Direct Payments is currently not comprehensive or as equitably available as required. Significant market development is necessary, which the Strategy will facilitate.
20. A key commitment within the Strategy Action Plan is to encourage and facilitate a greater number of people to consider becoming a Personal Assistant, through proactive marketing campaigns as well as developing a care & support training offer through the Surrey Skills Academy. The training offer can be a good introduction to not just working in providing care, but potentially lead individuals towards working towards formal care certificate qualifications and subsequently working in the sector.
21. The Strategy's commitment to support practitioners to better facilitate Direct Payment uptake addresses concerns both they and service users identified with the provision of consistent and accurate information. Without this, service users might be expected to continue to experience challenges and staff might feel unconfident to pursue Direct Payments for people who would find them beneficial

Financial risk:

22. The greater choice and control afforded by Direct Payments can support individual users of services to remain independent for longer. Conversely, greater reliance on directly commissioned services can lead to greater dependence and a quicker escalation of need, leading to greater reliance on the public purse.

Reputational risk:

23. The issues highlighted during the co-design exercise, by users of services, providers and practitioners, hold a reputational risk to SCC that is mitigated by the commitments set out in the draft Strategy.

Financial and Value for Money Implications:

24. Direct Payments enable SCC to fund the cost of meeting people's eligible assessed needs while giving people greater control over sourcing their care and support. They can also often be a more cost-effective method of meeting people's needs as individuals will only spend their DP when they require support. As such individuals and families often do not spend all of the DP budget allocated to them meaning there is often a surplus that is returned to the authority (on average this usually equates to around 10-11% of the total value of allocated DPs in Adult Social Care).
25. In the 2022/23 financial year Adult Social Care (ASC) is forecasting just under £42m on DPs across all client groups and £5.8m is forecast for DPs across the Children, Families & Lifelong Learning Directorate (CFL).
26. The implementation of the refreshed Direct Payment strategy for 2023-28 will help to ensure that DPs remain a cost-effective method of meeting people's care needs and as part of this help to maintain sufficient supply of key services such as Personal Assistants. It will also help services to achieve demand management efficiencies required in future years through in some cases avoiding more expensive services that would need to be commissioned if the ability to offer DPs was reduced. The cost of meeting people's needs through DPs in ASC and CFL is built into services budgets in the Council's Medium Term Financial Strategy along with future cost pressures such as the commitment to increase the rate PAs are paid in line with the London Living Wage.

Section 151 Officer Commentary:

27. Although significant progress has been made to improve the Council's financial position, the financial environment remains challenging. The UK is experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding. In addition to these immediate challenges, the medium-term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding 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.
28. In this context the Section 151 Officer recognises the importance of effectively implementing the new Direct Payment strategy to both improve the service offer to

residents and ensure that DPs remain a cost-effective method of meeting people needs and helping services to manage expenditure within constrained resources.

29. The Finance service will work alongside services to closely monitor the financial implications of changes in the use and nature of DPs over the course of the 2023-28 strategy's implementation, and ensure these implications are reflected in the MTFS.

Legal Implications – Monitoring Officer:

30. Legal Services will provide such assistance as is required and will advise on any legal issues as and when they arise.

Equalities and Diversity:

31. The Adult Social Care and Children, Families, Life-Long Learning Directorates of Surrey County Council have committed to the development of a 5-year One Council strategy for Direct Payments. The legislative context for Direct Payments is set out in the Care Act 2014, section 117(2c) of the Mental Health Act 1983, the Care and Support (DP) Regulations 2014 and the Children and Families Act 2014.
32. The overall aim of the strategy is to encourage and enable a greater number of people to use Direct Payments, as they are recognised as commonly facilitating greater independence, choice, and control in determining the support people need to live healthy, active, and fulfilling life.
33. An [Equality Impact Assessment](#) (EIA) has been completed, approved by the Adult Social Care Directorate Equalities Group (DEG) and published on the Council website. An action plan is in place to ensure any potential negative impacts for residents and/or staff with protected characteristic are mitigated and all opportunities to promote equality are realised.

Other Implications:

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	The programme of work set out in the DP Strategy will help advise and inform families of our DP offer. Improve the provider market supporting DP clients, in particular seek to increase the number of Personal Assistants available in Surrey that can provide support.
Safeguarding responsibilities for vulnerable children and adults	Increasing the PA market will necessitate further consideration around <ul style="list-style-type: none"> a) appropriate checking that they have DBS checks. b) Offering appropriate care training as well as Safeguarding awareness.
Environmental sustainability	Not Applicable
Compliance against net-zero emissions target and future climate compatibility / resilience	Not Applicable
Public Health	Not Applicable

What Happens Next:

- Undertake a public consultation exercise on the draft strategy, building on the findings of the co-production exercise.
- Final strategy published: Early 2023

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Consulted:

Surrey Council Corporate Leadership Team
Adults Social Care Leadership Team
Commissioners from Adults Disabilities and Mental Health Teams
Commissioners from Children with Disabilities and Special Education Needs Teams
Adults and Children's Social Care Staff
Surrey Coalition for Disabled People
Family Voice Surrey
Sight for Surrey
Surrey Independent Living Council
Health and Social Care Select Committee
Surrey People with Learning Disabilities Partnership Board
Disabilities Empowerment Networks
Joint Adults and Children's Direct Payments Programme Board

Annexes:

Annex 1: DRAFT Direct Payments Strategy 2023-2028

Sources/background papers:

Care Act National Guidance - [Care and support statutory guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/care-act-national-guidance)
Social Care Reforms - [Adult social care charging reform: further details - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/social-care-reforms)

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Direct Payments Strategy 2023 to 2028

CONTENTS

Foreword

1. Introduction
 2. Why do we need a Direct Payments Strategy?
 3. Direct Payments in Surrey
 4. The Future for Direct Payments
 5. Co-Designing a Strategy to Improve the Direct Payments Offer in Surrey
 - Our Vision
 - Our Objectives
 - i. Ensuring clear, accurate and accessible information
 - ii. Ensuring quality support from practitioners
 - iii. Ensuring equitable access and support in establishing a Direct Payment
 - iv. Ensure streamlined systems and administration
 - v. Developing the Provider Market
 - vi. Developing a Direct Payments Communications Plan
 6. The Work Programme
 7. Governance of Direct Payments in Surrey
- Appendix one: History of Direct Payments.**
- Appendix two: Report of the Co-design work: Methodology and emerging themes**

Foreword

To be completed by County Councillor

DRAFT

1. INTRODUCTION

What are direct payments?

Direct Payments and Personal Budgets are local Social Care payments for people who

- a) have been assessed as needing help from social services and
- b) who would like to arrange and pay for their own care and support services instead of receiving them directly from the local authority.

Direct Payments offer families and individuals greater choice and control over their care and support and are our preferred approach to meeting individual's care and support needs.

For Adult Social Care funded individuals, Direct Payments can be used to purchase Community Services Provision, including for example:

- Accommodation with Care and Support (Supported Living)
- Home Based Care
- Respite / Short Breaks
- Community Services such as outreach, supported employment
- Transport to access support services

However, direct payments cannot be used to purchase:

- Nursing Care
- Residential Care Homes

Direct Payments are mostly used by children and families to purchase Educational Teaching Support, support from Personal Assistants and Respite.

Direct Payments are used by adults to purchase a wide range of solutions to enable them to live in the most independent and rewarding way.

2. WHY DO WE NEED A STRATEGY?

Direct Payments have been around since 1997 and there is national guidance available that indicates how local authorities should provide and manage direct payments. However, there is no standard framework for delivering direct payments, rather the national guidance is subject to local interpretation. As a result, the application of many aspects of providing direct payments, including how the value of a Direct Payment should be calculated, whether external user-led support should be commissioned and how their use should be monitored, is inconsistent across authorities.

- We are aware that while there is internal guidance for staff, this doesn't ensure all staff have a full understanding of how the system should work.
- We have heard from families, young people, adults and family carers that there are challenges with understanding the benefits of a Direct Payment and what it can be used for and with accessing appropriate support in managing a Direct Payment.

We are committed to bringing the right people together to address these barriers and to use our resources effectively to deliver the support that people need.

This strategy has been co-designed with users of services, their carers, practitioners and providers; it presents the steps that the Council will take to facilitate access and promote uptake of its Direct Payments offer.

To be successful a better understanding of our Direct Payment system is required; objective scrutiny to identify how the current system can be improved and a willingness to make some bold decisions in the way that Direct Payments are offered to better support the improvement of people's physical and mental health.

These are not quick things to deliver, the strategy will need to be embedded in our organisation and the wider community so that it is sustained and can be built on. But we know that with focussed leadership across the system, we can achieve the culture change required for a larger number of families and children, young people and adults in Surrey to use Direct Payments to exercise increased choice and control in how they achieve their outcomes.

Our strategy is here to focus the action of all partners across Surrey who have committed to work together to make the changes we need to see.

3. Direct Payments in Surrey

Adult Social Care

The vast majority of individuals that are eligible for funded care and support choose to be supported by directly commissioned services, i.e. sourced (and paid for, in part or in full) by the authority. There are around 21,000 adults receiving funded care and support of whom around 8,300 have the option to choose a Direct Payment to source their own care and support. Currently around 2,270 do so, giving a take up of Direct Payments of around 27%.

As might be expected, there are different take up rates for direct payments across the adult social care categories of care. As shown in the table below, the highest number of users by Primary client category is Adults with a Learning Disability at 736 (33%) followed by Adults with a Physical Disability at 726 (32%). The lowest number is in Mental Health with 5% of individuals using a Direct Payments.

Primary Client Category	Number of individuals with a Direct Payment as of February 2022	% of open cases with a Direct Payment as of February 2022
Adults Learning Disabilities and Transition Team	736	33%
Adults Mental Health	116	5%
Adults Older People	510	22%
Adults Physical Disabilities	726	32%
Carer	184	8%
Grand Total	2,272	

Source: BI report [LAS 'Number of open cases by client category' as of August 2022]

Children, Families, Life-Long Learning and Culture

The numbers of families supported by the Children with Disabilities team is 634, with 546 (86%) having a DP. This highlights the importance of having a good provider market for families.

No. of Families eligible for funded support	634
No. of Families with a DP	546
Percentage uptake	86%

Source: CwD Finance Team, November 2022 - Number of open cases

Pre-Paid Accounts

To support the roll out of direct payments, Surrey Council has invested in the provision of a pre-paid account banking system¹. A pre-paid account (PPA) is essentially a back account that is used to manage the financial aspects of having a direct payment i.e. allows the council to make payments into the PPA and for the individuals and families with the PPA to manage and organise payments to care providers and other services funded with the Direct Payment. The table below shows the number of PPAs being used by individuals from different Council teams:

Primary Client Category	Number of Pre-Paid Accounts as of October 2022
Adults Locality Teams	1,025
Adults with Learning Disabilities	271
Adults with Mental Health	42
Transition Team (Aged 18 to 25)	236
Children's Services	418
Adults Managed Accounts	444
Children's Managed Accounts	109
Grand Total	2,545

This highlights that out of a 2,818 individuals and families that have chosen a DP, some 90% use the pre-paid account to manage the financial aspects of having a DP.

Local Provider Market

In order for the direct payments offer to be successful, it is important that people with a direct payment can purchase services to meet their care and support needs, thus requiring a vibrant provider market that supports individuals and families. As is shown by the table below, the majority of individuals with a direct payment are choosing to employ people as Personal Assistants, commonly this is to provide personal and domestic care.

¹ Prior to having a PPA offer, individuals were required to open another bank account specifically for the direct payments. High street banks have been reluctant to open additional bank accounts for vulnerable people, many with low-income levels.

Primary Client Category	No. of individuals with a Direct Payment as of August 2022	No. of individuals employing a PA
Adults Learning Disabilities	736	408
Adults Mental Health	116	30
Adults Older People	510	83
Adults Physical Disabilities	726	400
Carers	184	3
Grand Total	2,272	924

Children With Disabilities	
No. of Families with a Direct Payment	546
No. of Families employing a PA	538
Percentage	99%

The Council recognises that there is little regulation over the cost of care that DP users might be charged and has engaged with the market to advise that we expect providers to not only provide support to individuals with a direct payment but charge no greater a fee than we have agreed with them if they are an approved Council provider.

The local Personal Assistant market

Personal assistants usually support individuals in their own home or to go out in the community. They are commonly employed directly by the person with a Direct Payment but might be self-employed. Each PA might work with one individual or with a number of different people.

The personal assistant market in Surrey needs development: there are currently too few options to ensure compatibility between DP client and available PAs.

Work is being undertaken to address this, including refreshing the recommended level of pay and recruitment drives. In addition, the Care Act national guidance suggests that local authorities utilize external user-led organisations to support the rollout of Direct Payments. Accordingly, we have commissioned **Surrey Independent Living Council (SILC)**, to provide

independent support for delivery of the Council's DP offer. SILC provide the following:

- Personal Assistant (PA) Support Service – this service is designed to connect individuals and families seeking a personal assistant (PA) with someone working as, or wishing to work as, a PA.
- SILC's independent living advisors offer individuals and families specialist advice on all aspects of employing a personal assistant - specifically support with advice on employment, recruitment, payroll, training and insurance.
- Peer Support - to help individuals and families who are considering the use of a Direct Payment to understand the benefits in terms of choice and control over their lives and therefore achieve greater independence. It involves individuals in receipt of Direct Payments sharing their knowledge, experience and practical help which is known as 'peer support'.

Personal Health Budgets

Integrated Commissioning Boards (ICBs) are also seeking to increase the number of people who can exercise greater choice and control over their care. Surrey County Council and Surrey Heartlands ICB are working to align their work with a long term ambition to integrate the offer. Currently people access to Personal Health Budgets (PHBs) in relation to care and support provided under section 117 of the Mental Health Act, Continuing Healthcare (CHC) and the wheelchair service.

Additionally, there is a well-established initiative to promote PHBs for adult carers in Surrey. These are one-off payments of up to £300 released following the carer's consultation with their GP to support additional expenditure that will enable the carer to manage their caring role and protect their own health and well-being. One example of their use is to purchase a washing machine, when otherwise they would need to use a launderette or hand wash clothes adding to the time and drain to their resources.

4. The Future Context

Social Care Reforms

On 7 September 2021, government set out its new plan for adult social care reform in England. This included a lifetime cap on the amount anyone in England will need to spend on their personal care, alongside a more generous means-test for local authority financial support.

The proposed reforms also indicated that people might have the option to choose to have a Direct Payment to contribute towards the cost of residential and nursing care, which it can be expected would lead to a significant increase in the number of people or their authorised person requesting a Direct Payment. Furthermore, given that the people who would become eligible for adult social care as a result of the lifetime cap and the more generous means-test are currently managing their own care and support our expectation is that the majority will choose to receive the council funding as a direct payment.

In November 2022, it was announced that the introduction of the reforms would be significantly postponed. However, work to establish a robust DP system with clear and streamlined processes and procedures and which promotes equity of access and increased uptake will ensure Surrey is better placed to respond to future changes to regulation and guidance that might be forthcoming.

Digital and Technology

There are a wide range of individuals that have Direct Payments, the vast majority utilising modern technology to manage and organise their care and support arrangements and payments online. As new technology emerges, which can improve access to local provision and/or help to manage DPs, we will seek to ensure that its use can be accommodated. Furthermore we will seek to work in partnership with / be integral part of such projects. One example is the Tribe Project in North West Surrey, which seeks to connect micro enterprises and other community assets into the system of care and support.

5. CO-DESIGNING A STRATEGY TO IMPROVE THE DIRECT PAYMENTS OFFER IN SURREY

Initially, an internal Surrey Council 'One Council' group comprising Adult Social Care and Children, Families, Life-Long Learning and Culture Directorates was established in 2020 to review the approach to Direct Payments. This group was established primarily based on an aspiration to deliver the following

Vision:

Direct Payments become widely used by individuals, families and carers to arrange their own care and support, helping them live the life they wish to live.

A clear message in the development of this strategy is that the delivery of this vision requires improved strength-based / relationship-based practice, a vibrant provider and personal assistant market across Surrey, and the establishment of stream-lined procedures.

The internal 'One Council' Group considered the findings of a brief review carried out by Social Care Institute for Excellence (SCIE) which raised some concerns about the way Direct Payments were being offered and managed in Surrey and highlighted the need to develop a strategy. It agreed that further exploration of the issues, as part of a wider engagement process, was needed to determine what the key issues are to inform the production of a Direct Payments Strategy.

Following early consultation with Surrey Coalition of Disabled People, it was agreed that we should move from engagement and consultation to co-design as the method of exploring the issues further. Consequently, in June 2021, **We Coproduce CIC**, a social consultancy trading as a social enterprise, were approached to provide guidance and challenge to the co-design partners to develop a responsive, inclusive, participatory and representative process. *We Coproduce* were asked to help upskill some Adult and Children's' Social Care staff, so that local staff could embed coproduction and co-design it is ongoing work.

The aims and ambitions of the Co-design work In July 2021, an eight-month plan was agreed, with agreed aims and ambitions:

Aims for the co-design work:

- To ensure that the strategy would be coproduced through grass-roots conversations
- To include many different and diverse voices to recognise that experience of the current offer is not uniform
- To ensure that practitioners' experience informed the strategy
- Having a clear vision for Direct Payments
- To identify strategy themes and headings by April 2022

Agreed ambitions of the Strategy:

- Finding the right model for Surrey
- Fairness and accessibility - equalising access to Direct Payments
- Improving the overall administration, systems and delivery of Direct Payments
- Identifying and removing barriers to direct payments and/or care and support
- Building relationships and improving outcomes
- Raising awareness and understanding of Direct Payments
- Communicating the benefits of Direct Payments

It was agreed that it would be key, in order to achieve the aims, to engage with the following groups:

- People currently using Direct Payments and carers
- People using adult social care services but not receiving a Direct Payment
- People not receiving adult social care service but may likely need to in the future
- Carers and Personal Assistants
- People receiving Special Educational Needs and Disabilities
- Local authority staff and local Providers

A report of the co-design work can be found as appendix two.

Findings: What needs to be improved

The co-design work identified some high-level themes that need to be considered in further detail to improve the Direct Payments system in Surrey. These have been framed below as six objectives and indicate key components that form the skeleton of an improvement plan.

Objective one: Ensuring there is clear, accurate and accessible information

- Who can have a Direct Payment
- How to arrange a Direct Payment
- What a Direct Payment can and can't be spent on
- How flexible the Direct Payment can be
- What services / service providers are available

Objective two: Ensuring quality support from practitioners

- Assessments and reviews are strength based and outcomes focused
- Full involvement of customers in producing their Support Plan, which recognises that Direct Payments might be used flexibly to achieve the outcome(s) identified
- Staff are informed and up to date on Direct Payments policy
- Direct Payments are offered as one way to deploy a personal budget, with a clear outline of their benefits and disbenefits, and with full involvement of carers where appropriate
- Communications about Direct Payments are designed to allay anxiety and fear
- Shared / supported decision-making approaches are used

Objective three: Ensuring equitable access and support in establishing a Direct Payment

- People have support to set up and manage a Direct Payment
- Advice and guidance on employment responsibilities if choosing to recruit a Personal Assistant(s)
- People have support employing and managing Personal Assistants
- Access to independent support and advocacy to assist with issues and problems

Objective four: Ensure streamlined systems and administration

- The process to set up a Direct Payment is timely and as simple as possible
- Financial information and support is consistent, accurate and up to date
- Progress in establishing the Direct Payment is communicated in a timely and respectful manner
- People have access to accountancy and brokerage support
- All information about local providers is available online and in a range of other formats
- Payments are not automatically reclaimed when not used but discussed alongside review of outcomes, acknowledging that underspend might be due to external / unforeseen circumstance and/or the customer might have a clear plan for how they will be used instead to meet the outcomes agreed in the Support Plan
- When payments are to be reclaimed, following discussion with the customer, this is clearly communicated in writing.

Objective five: Developing the Provider Market

- Ensuring a diverse range of support is available to customers wishing to use direct payments
- Growing the number of Personal Assistants available across Surrey with a focus on equitable access across Surrey, e.g. across different age groups and ethnicities

Objective six: The development of a Direct Payments communications plan

- Online and printed information is up to date, accessible and accurate
- SCC staff are able to implement policy confidently and appropriately
- All parties understand their respective roles and responsibilities (customer, practitioner, finance team), and the importance of the users' experience is reinforced.

6. The Work Programme

Making our plan happen:

The objectives and their key components, identified from the themes that arose from the co-design work form the basis of workstreams that will support delivery of the strategy. The action plan for each of these will be further developed in conjunction with the Core Group; elements identified to date are as follows:

Objective one: Ensure there is clear, accurate and accessible information

Activities will include:

- Updated Literature – clear and concise (what DPs can / can't be used for). Different age-appropriate information.
- New resident facing web pages
- Interactive features – link to external sources e.g. Skills for Care DP advice – vlogs and video clips.
- Shared internal (SCC) and external literature

Objective two: Ensure quality support from practitioners

Activities will include:

- Ongoing training for all staff
- A review of the team structures supporting DPs
- Awareness of residents' fears and concerns
- Review assessments / reviews specific to DPs

Objective three: Ensure equitable access and support in establishing a Direct Payment

Activities will include:

- Review existing support arrangements
- Fit for purpose assessment
- Consider the establishment of a DP Stakeholder Board
- Consider Single point of access / contact
- Staff support
- Consider whether an 'Individual Supported Fund' offer should be developed in Surrey to enable a greater proportion of people who may not opt for full Direct Payments are able exercise choice and control

Objective four: Ensure streamlined systems and administration

Activities will include:

- Revisited policy on surplus financial arrangements
- Review of how SCC provides, resources and manages our DP Offer with consideration of the benefits / disbenefits of alternative options:
 - In-house / External Organisations
 - Dedicated DP team - experts by experience

The review will be informed by exploration of how other Local Authorities offer and manage DPs

Objective five: Develop the Provider Market

Activities will include:

- Further engagement with various market sector – home based care / day care / learning and skills providers /
- PA market activity to promote the role
- Review of PA pay levels
- Training offer through Surrey Skills Academy
- Review the Tribe Project App (NW Surrey) for use for people with DPs

Objective six: Develop a Direct Payments communications plan

Activities will include:

- Identifying the different groups that need improved communications
- How best to engage and communicate with the different groups
- Ensuring that communication is kept up to date

The action plan for each workstream will identify what activities will be carried out, what resources will be involved and when the activity will start and end.

There will be a new Governance structure to oversee delivery, see section 8. This will incorporate people (and family/other carers) in receipt of a DP.

7. Governance of Direct Payments in Surrey

Work to address the findings of Social Care Institute for Excellence (SCIE)'s review into SCC's Direct Payments offer has fallen into two phases to date:

- Phase one was led in large part by the internal 'One Council' group comprising ASC, the Children with Disabilities team and Children with Special Education Needs and Disabilities team. It sought to secure greater understanding of some of the issues raised by SCIE and experiences of practitioners. An external reference group supported this.
- Phase two was characterised by the co-design work that developed this strategy.

The publishing of this strategy marks phase three and with that we are seeking to establish a collaborative approach to progressing the agenda. To this end, we are proposing that the 'One Council Board' is replaced by a Steering Committee, comprising representatives of the front-line SCC teams, representatives of independent providers, representatives of individuals who use/are considering whether to use Direct Payment to purchase care and NHS colleagues who are themselves considering how best to develop their Direct Payment offer.

We also propose the establishment of a reference group to secure input from a larger number of people most affected by the work we do to improve the offer, ensuring they meaningfully shape our action planning.

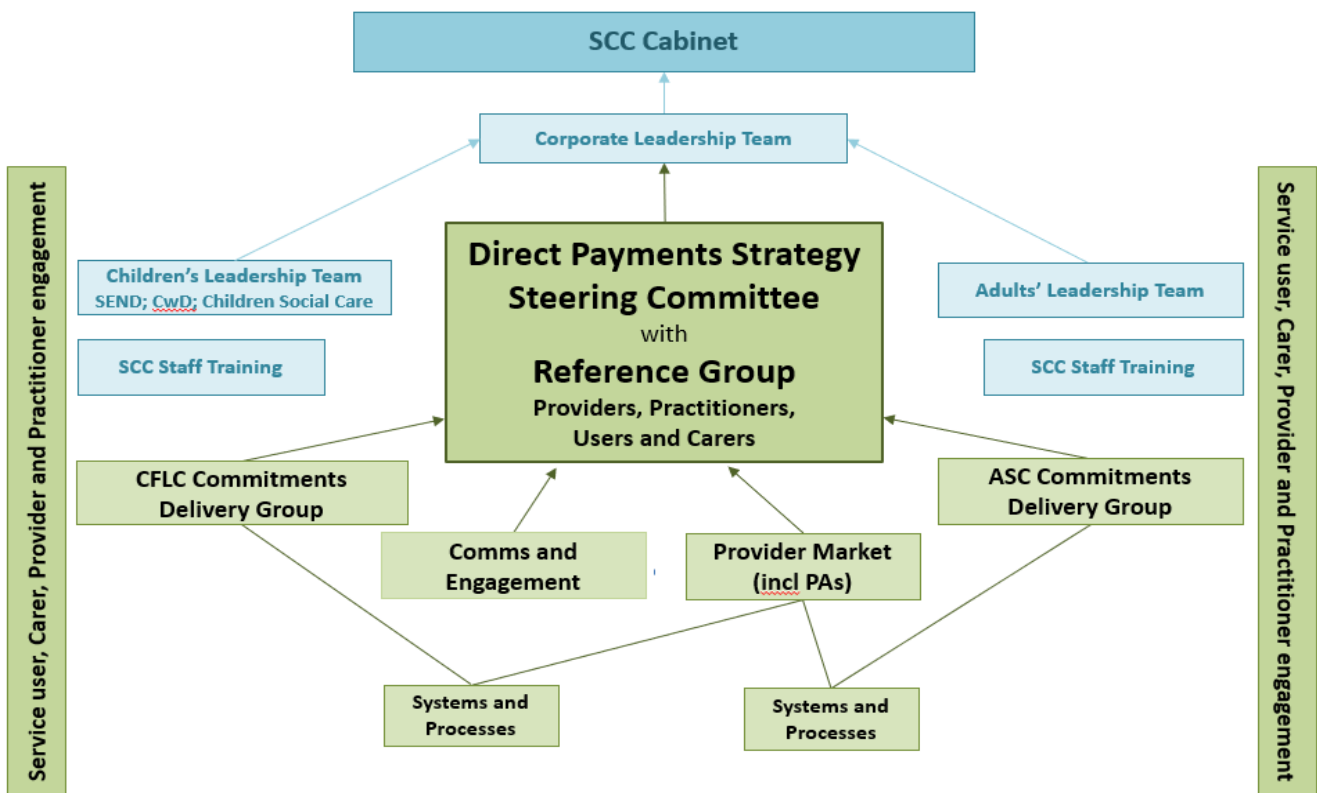
It is anticipated that the six groups that sit below the Board will be needed to secure the focus required to resolve the complex issues highlighted in the co-design work. However, as living documents the strategy and action plan need to be flexible enough to enable the Steering Committee to respond to opportunities as they arise over the five-year period of the strategy. The number and focus of these group is therefore subject to change as determined by the Steering Committee.

Finally, there are six blue boxes to show the related internal Governance mechanisms that will ensure corporate buy-in to the delivery of the strategy.

Terms of reference for the new partnership structures will be developed in the first quarter of the new Strategy.

Our initial thoughts on what the structure could look like is shown below. However, we would welcome any comments on this.

Proposed Direct Payments Governance December 2022



Appendix one: History of Direct Payments.

Prior to Direct Payments, there was an Independent Living Fund (ILF) which helped people with disabilities live an independent life in the community rather than in residential care. ILFs were set up in 1988 to provide financial support to disabled people with high support needs.

This funding could be used to:

- employ a carer or personal assistant to provide personal and domestic care
- pay a care agency to provide personal care and help with domestic duties

The ILF approach was permanently closed in June 2015 and the responsibility for supporting ILF recipients in England was passed to local authorities (LAs). In the years leading up to the end of the ILF scheme, individuals were transferred to local authorities and the funding was reviewed and paid as a Direct Payment.

Direct Payments were established by the Community Care (Direct Payments) Act (1996) which came into force in April 1997 and was initially available only to a specific subsection of people qualifying for social care. The Act gave local authorities in Britain and Northern Ireland, the powers to make cash payments to disabled people. Initially, this was confined to people under age 65 years with physical and sensory impairments, learning difficulties and mental health problems. It was later amended to include older people, 16- and 17-year-olds, parents of disabled children and in England, Wales and Northern Ireland only, carers. This gave local authorities and health and social services trusts, the option of whether to allocate direct payments or maintain existing models of service provision. This led to an uneven development of direct payments across the UK with particularly poor uptake in Scotland.

The Carers and Disabled Children Act (2000) allowed parents of disabled children in England and Wales to receive direct payments, and 16- and 17-year-olds to receive them in their own right. Changes set out in the Health and Social Care Act (2001) which came into effect in 2003, sought to challenge this pattern by setting in place a mandatory duty on all local authorities to offer direct payments to all eligible people requesting one.

Appendix two: Report of the Co-design work: Methodology and emerging themes

The gathering of experiences and insights was facilitated through micro-community work and conversations with people in receipt of Direct Payments, people working in the system, service providers, voluntary sector organisations. Methods of engagement included:

- **6** Core Community Group meetings **n=22**
- **13** 1-1 interviews
- **10** Conversations with groups and organisations **n=75**
- **4** Discussions at existing meetings **n=38**
- Surveys **n=86**
- **2** Surrey County Council staff sessions
- **2** Case Studies

With the addition of informal conversations, the overall number of people involved in the engagement is over **230** individuals. Many of the people who had 1-1 interviews commented on the importance of having an independent organisation conducting the interviews. It became clear that this was underpinned by a general fear and anxiety caused when communicating with Surrey County Council.

The overall picture highlighted the following positives:

- **PEER SUPPORT** being received
- Voluntary sector support and **TRAINING**
- **CHOICE** of providers and use (but not always and usually limited)

The main narrative from the research was that of a system that is difficult to work with, where the decisions do not routinely reflect individual choice and control, instead commonly remaining with SCC staff. This is illustrated by the following:

- **CONFUSION**, frustration, and anxiety about doing the wrong thing. The danger and worry of 'getting it wrong'.
- **DISCREPANCIES**. Being told one thing then something different by another party.

- Disappointingly **POOR RELATIONSHIPS** between recipients and operational staff.
- A widespread feeling that more support in **NAVIGATING** the system is needed.
- Lack of **INDEPENDENT SUPPORT** to broker services and advise when there are problems.

These key highlights serve to form three broad themes which provide the focus for further discussion and inquiry. It is important to note the relationship between the themes.

1. Randomness in the system and its rules

Discrepancies, unclear policies, confusion and evasive answers

2. A disjointed and hard-to-work-with system

Internal workings not joined up and pulling in different directions

3. Low respect and poor attitudes

An adversarial relationship with high anxiety on the side of recipients

What the survey told us

The survey provided a more targeted approach to identify challenges with the current system. Interestingly, the themes from the 1-1 and group conversations were reflected in the survey responses. Feedback from the 86 responses are summarised as follows:

What people would like to know about Direct Payments

- Eligibility Criteria
- What they are
- What the purpose is
- How to apply

Experience of Direct Payments

Reasons for not taking a Direct Payment when offered one

- Process looked too complicated

People's thoughts on why they haven't been offered a direct payment

- Not eligible/not disabled enough
- Too young
- Surrey staff do not know about them
- No one has ever mentioned them
- Self funder

Perceptions of direct payments

- Excellent, good, reliable, easy
- Can be stressful to manage / overwhelming / a lot of work
- SCC taking a long time to listen to the individual
- Information overload.
- DP card takes away choice and is seen as a security risk
- Difficult to administer, restrictive, limited
- Difficult to find skilled providers / cultural carers
- Hard to find carers to work for the hourly rate / not enough funding
- Gives more choice
- Should be more flexible
- Beneficial to wellbeing

- Can be wonderful but mostly hard work and less than satisfactory
- Terrible that we have money we can't use as the services are not available
- Personal Assistant rates need to be reviewed
- Treated in a negative way by SCC
- Not told about Surrey Independent Living Council (SILC)
- Mistrust and accusations from finance team instead of support
- Language barrier for those where English is not their first language

Ideas - how direct payments could be made better

- More support to manage a direct payment
- Made simpler / easy to understand
- More support for admin / finance / employment
- More flexible
- Finance staff need to be more approachable
- Offered to everyone
- More information for parents / carers
- More publicity
- New reconciliation system will make things easier
- Less bureaucratic
- Money to be used for costs as well as PA hours
- Support to find Personal Assistants (PAs)
- More person focused
- Guidance on tax
- More help for people with second language skills
- Publicise the benefits of having a Direct Payment

What the engagement and Core Community Group told us

The engagement and Core Community Group made up of representatives from several local support groups, staff from adults and children's services and individuals with a direct payments; provided rich insight into the main issues and a wealth of ideas and possible solutions, including:

- Checking and refreshing of Direct Payments guidance

- Appropriate contracting of voluntary sector for independent support and brokerage
- Stakeholder sharing forums
- Introduce values-based approaches and frameworks into everyday practice, e.g. shared decision making - in support planning which fits with Strength Based Principles, co-production (addressing power imbalances)
- Upskilling staff to implement policy confidently and assist them in making the right judgements – shared learning forums, refresher training from voluntary sector
- Expert by Experience Direct Payments Panel
- Working with families in an inclusive way – with flexible options
- Accessible information and formats

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SURREY COUNTY COUNCIL

CABINET



DATE:	20 DECEMBER 2022
REPORT OF CABINET MEMBER:	NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY AND WASTE
LEAD OFFICER:	LEIGH WHITEHOUSE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR FOR RESOURCES
SUBJECT:	AGILE OFFICE ESTATE – NORTH-WEST AND SOUTH-WEST CORPORATE OFFICE WORKSPACE
ORGANISATION STRATEGY PRIORITY AREA:	GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ ENABLING A GREENER FUTURE/ EMPOWERING COMMUNITIES

10

Purpose of the Report:

This report seeks Cabinet approval for the north-west and south-west elements of the Agile Office Estate (AOE) strategy, to complete a programme plan for the county-wide rationalisation and modernisation of Surrey County Council's (the Council) office centric workspace.

Following Cabinet approval in December 2021 for the funding and implementation of the AOE strategy (the final element of the Agile Organisation Programme), this report addresses Cabinet's request to undertake further work to review and analyse the wider Council office property requirements in the north-west quadrant of Surrey and identify the best value option to meet service needs.

The analysis review concluded that whilst the Council requires less corporate space overall, its needs and best value will be achieved through releasing inflexible, dated premises and acquiring two new, smaller, flexible core workspaces in Woking and Guildford to best serve residents in the north-west and south-west of Surrey.

The final recommendations are summarised in this Part 1 report. The detailed business case is commercially sensitive at this time and is set out in the Part 2 report. It should be noted that all recommendations continue to ensure the programme offsets upfront costs and provides long-term annual revenue efficiencies, a key foundation of the strategy.

Recommendations:

It is recommended that Cabinet:

1. Agrees to further consolidation into existing corporate estate, maximising the use of Hubs and ensuring minimal spokes¹ and optimisation of wider locality assets.
2. Approves the business case recommendations for the provision of Agile workspace in the north-west and south-west of Surrey, to vacate Quadrant Court, Woking and

¹ Small, localised workspaces to enable service delivery.

the St Francis Centre office facilities in Guildford and release the sites to generate best returns for the Council, subject to ensuring service continuity and delivering best value. The full business case is commercially sensitive at this time and is set out in the Part 2 report.

3. Notes a proposal will be submitted to Cabinet in due course for the optimum approach to deliver corporate office space in the north-west and south-west of Surrey.

Reason for Recommendations:

Approving the recommendations in this report will build on the Agile Office Estate strategy and all associated benefits to:

- Continue to progress delivery of the Agile Office Estate programme through definition of the north-west and south-west elements.
- Optimise the existing corporate office estate, increasing colocation of services and further reducing the overall estate footprint, to deliver greater efficiencies.

Executive Summary:

Demand and Supply

1. Following the 2021 strategy approach, engagement across the Council's workforce has continued during 2022 through the Agile Organisation Programme. This work continues to be critical to support services refine their respective core requirements as corporate workspace utilisation develops post-Covid. Key findings from ongoing engagement during this year are:
 - a. Surrey County Council services require between 50% to 70% less office space than required pre-Covid and Agile Programme implementation.
 - b. Locality-based interdependencies with their agency partners (Health, Housing, Police), is critical to best serve residents.
2. The 2021 strategy set a target to reduce the office estate from 50,000sqm to 26,000sqm. The programme is already succeeding and will reduce old office space whilst increasing delivery and occupation of new Agile workspace at Woodhatch Place (Reigate), Dakota (Weybridge) offices to deliver a corporate footprint of under c25,000sqm by March 2023. However, based on new service demand data and intensification of use, further efficiencies could be achieved if the Council agrees that we look to further reduce Council utilised space in line with paragraph 1.a.
3. Whilst we appreciate this is a stretch target, it reflects an organisation where workforce strategies are continuing to reshape and adapt to new ways of working alongside the impacts of financial pressures on both the organisation and the population we serve. Our agile space design is already providing the flexibility to adapt as we relocate staff into new AOE workspaces at Woodhatch Place and Dakota. Critical to the success of further optimisation will be the ongoing support, management and embedding of agile ways of working across the organisation.
4. It should also be noted that the retained assets would continue to follow the 2021 Agile Office Estate strategy baseline, with surplus space in the retained office estate

being leased to support the corporate One Public Estate agenda (collocating partners) or commercial income generation, such as the model already in place at Dakota.

5. It is recommended that Cabinet agrees to further consolidation into existing corporate estate, maximising the use of Hubs and ensuring minimal spokes and optimisation of wider locality assets.

North-west (and south-west) Review and Recommendations

6. Cabinet requested further detailed analysis to review wider Council and partner property requirements in the north-west quadrant of Surrey and identify the best value option to meet increased scope of need.
7. With regards to the south-west quadrant, Ranger House (Guildford) is held as a Council investment asset for income generation. Vacant space identified for the Council's own use (in the original AOE strategy) has been reallocated (with Shareholder Investment Panel approval) to secure a major employer HQ relocation generating a greater financial benefit overall than if occupied by the Council.
8. Noting the above commercial action and given the close proximity, the scope was expanded to include the south-west quadrant which also has no identified or existing office hub.

Consultation:

9. In the development of the programme and supporting business case, views and inputs have been sought from a range of stakeholders including:
 - Industry expertise and contractors
 - Surrey County Council Executive Directors
 - Cabinet Members with portfolio responsibilities and local interests
 - Partner organisations (NHS CCG)
 - Targeted groups of Surrey County Council staff through the Agile Organisation Programme

Risk Management and Implications:

10. Risk management and implications are directly related to the business case which is commercially sensitive at this time. The identified risks and mitigating actions are set out in the Part 2 report.

Financial and Value for Money Implications

11. This report proposes moving services from existing leased and freehold properties in need of modernisation into two smaller modern, fit for purpose, new buildings. This will generate revenue savings and capital receipts, save on high future costs of maintaining current buildings, save on building running costs due to the reduced size and provide a facility which contributes to meeting the Council's net zero ambitions. It will also improve residents' experience and enhance the area and community.
12. The capital investment and financial modelling to deliver the new buildings is commercially sensitive and is set out in the Part 2 report. The Part 2 also shows that the cost of the proposal is less than refurbishing and running the existing buildings.

13. The Agile programme allocation has the borrowing costs factored into the corporate interest payable budget as part of the Medium Term Financial Strategy and therefore borrowing costs associated with this element of the capital investment can be contained within existing budgets.

Section 151 Officer Commentary:

14. Although significant progress has been made to improve the Council's financial position, the financial environment remains challenging. The UK is experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding. In addition to these immediate challenges, the medium term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding 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.
15. The recommendations should not impact current Medium Term Financial Strategy (MTFS) funding assumptions as the latest agile assumptions including the preferred option require the re-purposing of existing funding. The preferred option, which is commercially sensitive at this time and detailed in the Part 2 report, sets out that it is likely to be the most cost effective and this option, along with latest agile assumptions, is likely to deliver the MTFS efficiencies, from 2026/27. As such, the Section 151 Officer supports the recommendations.

Legal Implications – Monitoring Officer:

16. In December 2021, Cabinet approved funding and implementation of an AOE strategy to transform the office estate. This report sets out further recommendations to that strategy to accommodate the Council's office requirements in the north-west and south-west of Surrey.
17. The Council is empowered by legislation to pursue the recommendations set out in this report.
18. Section 123 of the Local Government Act 1972 (LGA 1972) enables the Council to vacate and release sites provided that the best consideration reasonably obtainable is achieved. The recommendations to vacate Quadrant Court, Woking and the St Francis Centre office facilities in Guildford (which the Council holds as freehold assets) would fall within the definition of a disposal under the LGA 1972. In pursuing any options to release the sites to generate best return for the Council, the Council should ensure that the price for any such proposals is "market value" to comply with Section 123 of the Act.
19. Under Section 120 of the LGA 123, local authorities may acquire land for delivery of its services and therefore any proposals to purchase either a freehold or leasehold interest in assets to accommodate the Council's requirements for smaller office facilities in Woking and Guildford will fall under these provisions. It is noted that

proposals to deliver corporate office space in these locations will be submitted to Cabinet in due course, at which point site specific legal advice can be provided.

20. In taking a decision, Cabinet should have regard to its fiduciary duties to residents in respect of utilising public monies and when considering this report, Cabinet Members will want to satisfy themselves that the recommendations set out in this report represents an appropriate use of the Council's resources.

Equalities and Diversity:

21. An Equality Impact Assessment has not been completed; this proposal will ensure that the buildings improved upon are compliant to all accessibility regulations and laws and the improvements will be in line with the gender equality standards.

Other Implications:

22. 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 below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	The estate transformation will improve the consultation and working areas required by corporate parenting or looked after children. Specifically, the proposed programme will target the corporate office facilities used by the service for improved privacy for consultations and meetings, be more practical for service use, and to ensure they meet current and future needs.
Safeguarding responsibilities for vulnerable children and adults	The office estate transformation will improve the consultation and working areas for employees and residence of vulnerable children or adults, for improved privacy for consultations and meetings and be more practical for service use. The office estate programme will be drive from organisational wider engagement with services through the Agile Workforce programme to ensure it is shaped by and meets demand to enable efficient service delivery.
Environmental sustainability	Where refurbishment works or new acquisitions are undertaken, they will target BREEAM Excellent. Designs will be to a high sustainability standard in relation to the council's commitments on net zero emissions, waste minimisation, supporting biodiversity and 'urban greening,' resilience to future heat stress and flood risk and sustainable transport/ accessibility.

Area assessed:	Direct Implications:
Compliance against net-zero emissions target and future climate compatibility/resilience	<p>Carbon impact of the Option C recommendation – details the carbon impact in the business case. However, most notably there is the potential for a 71% reduction in energy for electricity and heating.</p> <p>For the Council to achieve its net-zero ambition by 2030 acquisition of new buildings needs to consider new sites to have high energy efficiency, low carbon heating (heat pumps) and generate on site renewable energy to provide electricity</p> <p>Details on carbon reduction principles, are included in the Commercial section of the business case</p>
Public Health	The Council’s corporate office buildings will all be compliant and safe for both employees and the public.

What Happens Next:

23. Following Cabinet approval of the recommendations in this report and the preferred option (detailed in the Part 2 report), further work will be undertaken to determine the optimal approach for corporate office provision in the north-west and south-west quadrants of Surrey.
24. Timescales for completing proposed north-west and south-west property specific actions are defined are commercially sensitive at this time and are set out in the Part 2 report.
25. Engagement will take place with impacted services and stakeholders regarding the implications and timescales for change. This will include:
 - Further engagement with Trade Unions – initial engagement already completed to share proposals.
 - Discussion with impacted directorate and service leadership to respond to questions and concerns and to further collate criteria to influence future activity.
 - Direct engagement with staff through ‘drop-in’ sessions to answer questions and collate concerns as well as to provide an overview of activity with timescales.
 - Full consultation and team specific engagement to take place once longer-term locations are determined.
26. Further Cabinet report(s) will be submitted regarding the acquisition (or lease) and fit out investment for the north-west and south-west properties.

Report Author:

Matthew Pizii, Head of Strategy and Planning, Land and Property, 07815 987416

Consulted:

Industry expertise and contractors

Surrey County Council Executive Directors

Cabinet Members with portfolio responsibilities and local interests

Partner organisations (NHS CCG)

Targeted groups of Surrey County Council staff through the Agile Organisation Programme

Annexes:

Part 2 report

Sources/background papers:

Cabinet report, December 2021, Item 242/21: [Agile Office Programme](#)

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SURREY COUNTY COUNCIL**CABINET****DATE: 20 DECEMBER 2022**

REPORT OF CABINET MEMBER: DENISE TURNER-STEWART, DEPUTY LEADER AND CABINET MEMBER FOR COMMUNITIES AND COMMUNITY SAFETY

LEAD OFFICER: LEIGH WHITEHOUSE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR FOR RESOURCES

SUBJECT: CHOBHAM AND LINGFIELD FIRE STATIONS – REDEVELOPMENT SCHEMES

ORGANISATION STRATEGY PRIORITY AREA: TACKLING HEALTH INEQUALITY/ ENABLING A GREENER FUTURE

Purpose of the Report:

This report seeks Cabinet approval to redevelop Chobham and Lingfield Fire Stations to address and mitigate constraints to the service provided by the Surrey Fire and Rescue Service (SFRS) and health and safety issues for SFRS operational crews and staff.

This report proposes demolishing the existing fire stations at Vicarage Road, Chobham GU24 8BZ, and Saxbys Lane, Lingfield RH7 6DP, to design and construct two modern fire stations on the existing building footprints. Improvements to both sites are essential to allow SFRS to accommodate the new, larger fire appliances used by the Service and enhance the welfare facilities for SFRS personnel.

Approving the investment and the proposal recommended in this report will allow SFRS to improve and enhance its service and its ability to best protect the lives of Surrey residents.

Recommendations:

It is recommended that Cabinet:

1. Approves the allocation of capital funding from the pipeline to redevelop the existing fire stations in Chobham and Lingfield, and design and construct two new fire stations on the existing building footprints. The capital funding required to redevelop the two buildings is commercially sensitive at this time and is set out in the Part 2 report.
2. Approves procurement of appropriate design and construction partners to deliver the design, build and fit out of the two new buildings in accordance with the Council's Procurement and Contract Standing Orders.
3. Notes that, regarding the procurement of design and construction partners, the Executive Director for Resources and the Director of Land and Property are authorised to award such contracts, up to +5% of the budgetary tolerance level.

Reason for Recommendations:

It is essential to redevelop both Chobham and Lingfield Fire Stations in order to:

- Address and mitigate constraints the current buildings present to the SFRS service and personnel based in these fire stations.
- House the new, larger fire appliances used by SFRS.
- Improve the health and safety provision and welfare facilities for SFRS staff.

Executive Summary:

Background

1. SFRS has a legal responsibility to respond to fires, road traffic accidents and other emergencies with crew models that include 24/7 operational staffing. The Service employs approximately 750 members of staff, including 650 firefighters, to serve the 1.2m population across Surrey.
2. To maintain optimal Fire Service provision, SFRS has, and requires, a live network of 25 strategically located fire stations across Surrey. A strategic review of the Council's fire station portfolio, carried out over 2021-22, confirmed that all existing sites remain essential to meeting service response times for fires, road traffic accidents and other emergencies.
3. The review also found that varying degrees of refurbishment is required across all fire stations, but that urgent redevelopment is required at Chobham and Lingfield. The issues identified at these two sites are:
 - a. Structural: the new, larger fire engines cannot be accommodated in the existing bays, and the existing buildings cannot be adapted.
 - b. Health and Safety: there is no separation between "contaminated" and "clean" areas, posing a risk to staff health.
 - c. Welfare: no provision for dignity when sleeping or gender-neutral facilities.
 - d. Net-zero: both sites are high carbon-emitting properties.
4. Furthermore, to be able to carry out their duties, SFRS personnel (and in particular, operational fire crew) are required to maintain stringent levels of fitness. Neither Chobham nor Lingfield fire stations have suitable fitness training facilities; Chobham has a cardio-resistance machine set up in the appliance bay, and Lingfield has a similar piece of equipment in the welfare/rest area.

Options considered

5. Three main options were considered to address and mitigate the issues the current buildings pose to the SFRS and the service it provides:

Option	Description
A	Minimal intervention; refurbish existing buildings <ul style="list-style-type: none">• Allows for improvements to the welfare facilities at both fire stations.• Would not address the fundamental Service requirement to house the new, larger fire appliances.
B	Demolish buildings and clear the sites <ul style="list-style-type: none">• Long construction period.

Option	Description
	<ul style="list-style-type: none"> • Allows for a complete re-design of how the sites are used by SFRS: the buildings would be re-positioned for ‘drive through’ fire appliance bays. • Anticipated that utilities (water, power, drainage) would have to be re-positioned. • Addresses all Service requirements, enhances Service use of the sites.
C	<p>Redevelop buildings on existing footprints</p> <ul style="list-style-type: none"> • Value for money option and aligns to allocated budget. • Demolish both buildings, redesign of internal lay outs, rebuild on existing footprints to suit the individual site parameters. • No requirement to re-position utilities. • Addresses all the Service requirements.

6. The recommended option is Option C which meets SFRS service requirements to best protect the lives of Surrey residents, improves the welfare facilities for SFRS personnel based at the fire station, and is within the pipeline allocation for fire station reconfiguration in the Medium Term Financial Strategy (MTFS).

Site redevelopment

7. The proposal to redevelop both Chobham and Lingfield fire stations, as per Option C, will deliver the following critical operational facilities:
- a. Increase the number of appliance bays at each site to two, allowing for an additional “multi-role” vehicle at each station, as well as the larger bay required for the new fire appliances.
 - b. Provide suitable, separate rest areas. At present, staff and crew have to rest and sleep in chairs in a general communal area which is also used for meetings/briefings, preparing and eating meals, and exercising. This space is also shared with other “blue light” community officers. The design plans include provision for dedicated areas for these activities to ensure and promote the privacy and welfare of station personnel.
 - c. Upgraded shower, changing and toilet facilities which are not designated male/female, to provide private and equal access to amenities for all staff (current facilities are designated as “male” only, and are sub-standard).
 - d. Dedicated gym/fitness area.
 - e. Reconfiguration of external space to maximise and make best use of the space for crews to undergo continued skills training at their resident stations, which includes ladder training, road traffic accident training and fire hose training.
8. The construction period for both sites is expected to be one year (October 2023 – October 2024) during which time the SFRS will operate temporary decant options to ensure continuity of its service and associated activities to protect the lives of Surrey residents.
9. Redeveloping the sites also presents an opportunity to significantly reduce the Council’s carbon footprint as the new buildings will be more energy efficient, which in turn will also result in a more affordable solution over their long-term economic life.

Figure 1: The proposed developments for the new fire stations



Chobham Fire Station



Lingfield Fire Station

Figure 2: The new, larger fire appliances being rolled out by SFRS



Consultation:

10. The following have been consulted and had input into this proposal:

- SFRS senior management and staff, including on-call fire-fighters who operate out of Chobham and Lingfield Fire Stations.
- Executive Directors within Surrey County Council.
- The Cabinet Member for Communities and Community Safety.
- The Cabinet Member for Property and Waste.
- Surrey County Council officers within the Greener Futures, Land and Property, Finance and Legal teams.

11. A public consultation will be undertaken as part of the planning application.

Risk Management and Implications:

12. Key risks associated with the schemes have been identified and are being actively managed, as outlined below.

	Risk description	Mitigation action/strategy
1.	Planning permission: Site access/green belt land may	<ul style="list-style-type: none"> • Pre-application engagement with Reg 3 team • Monitoring responses

	Risk description	Mitigation action/strategy
	delay planning decision	<ul style="list-style-type: none"> • Regular Case Officer liaison
2.	Cost increases: Inflation and market cost increases	<ul style="list-style-type: none"> • Engagement with Cost Manager throughout the design development • Cost reviews and reports produced on a regular basis
3.	Delay to project: Delays to timescales from approval, planning or construction will impact costs	<ul style="list-style-type: none"> • Cost estimates include provision for inflation but any delays to the project will result in significant cost increase
4.	Site constraints: Size, geometry, access issues	<ul style="list-style-type: none"> • Considered engagement with Service throughout the design development period • Design team to understand necessary restrictions and rights across adjacent lands • Transport and Access assessments to include Construction Management Strategy
5.	Service continuity: During construction period	<ul style="list-style-type: none"> • Close engagement is in place for temporary decant options to ensure service continuity during the construction period
6.	Net-zero carbon target	<ul style="list-style-type: none"> • Designs and construction have factored in opportunities to deliver the sites at the least carbon impact and enable minimal operational carbon footprint going forwards • Undertake sustainability workshops to explore opportunities available to reduce carbon emissions.
7.	Reputational	<ul style="list-style-type: none"> • A robust public engagement campaign is planned, including engaging with local ward councillors, to inform residents of the plans and give them an opportunity to respond, via the planning application process

Financial and Value for Money Implications:

13. Replacing the existing old and outdated fire stations at Chobham and Lingfield with new, modern and fit for purpose buildings will save on high future maintenance costs. The buildings will be designed to be more energy efficient, so contributing the Council’s net-zero ambitions. The new facilities will also allow SFRS to improve its service for resident’s safety and enhance and provide for the health, safety and welfare of SFRS personnel working at the fire stations.

14. The capital investment to deliver the new buildings is allocated within the MTFS and is commercially sensitive at this time; this information is set out in the Part 2 report.

Section 151 Officer Commentary:

15. Although significant progress has been made to improve the Council’s financial position, the financial environment remains challenging. The UK is experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding. In addition to these immediate challenges, the medium term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding 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.

16. The recommendation to transfer capital funding from the pipeline to budget is provided for in the current MTFs, as such, the Section 151 Officer supports the recommendations in this report.

Legal Implications – Monitoring Officer:

17. 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.
18. Cabinet is under fiduciary duties to residents in utilising public monies and in considering this business case Cabinet Members will want to satisfy themselves that it represents an appropriate use of the Council's resources.
19. When applicable, Legal Services will support with the procurement process to ensure compliance to the Council's Procurement and Contract Standing Orders and any other relevant legislation.

Equalities and Diversity:

20. A People Impact Assessment for both fire stations has been completed by SFRS officers (Annex 1) in place of an Equality Impact Assessment, which is not required.

Other Implications:

21. 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 direct implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	Separate community and safe places provision, in line with the Council's and SFRS White Ribbon accreditation.
Environmental sustainability	The developments will be designed and built to a high sustainability standard in relation to the council's commitments on net zero emissions, waste minimisation, supporting biodiversity and 'urban greening,' resilience to future heat stress and flood risk and sustainable transport/ accessibility.
Compliance against net-zero emissions target and future climate compatibility/resilience	Consistent with the Council's net zero target, the buildings will be designed with the ambition to deliver the sites at the least carbon impact and enable operational minimal carbon footprint moving forwards by increasing insulation, reduced air leak, solar panels, and be future proofed to be adapted and resilient to the impacts of climate change. Materials and construction emissions will be reduced where

Area assessed:	Direct Implications:
	feasible. The next design stages will address the Green Agenda within the budget allowance for the project and will design solutions to address the Green Agenda, e.g., Sustainability Application of Sustainable Drainage Systems (SuDs); opportunities for rainwater harvesting; irrigation solutions; biodiversity net gain, landscape boundary treatments etc.
Public Health	No direct implications arising from this report.

What Happens Next:

22. Should Cabinet approve this proposal to redevelop both Chobham and Lingfield Fire Stations, the high-level timescales are as set out below:

Key milestone	Timescale
Planning: submit application and receive decision	Mar – Jul 2023
Award contract to construction partner(s)	Jul 2023
Construction period	Oct 2023 – Oct 2024

11

Report Author:

Darren Humphreys, Contract Manager – Land and Property. Tel: 0781 5994124

Paul Williams, Senior Development Manager – Land and Property. Tel: 07977 295642

Consulted:

SFRS senior management and staff.

Executive Directors within Surrey County Council.

Deputy Leader and Cabinet Member for Communities and Community Safety.

Cabinet Member for Property and Waste.

Surrey County Council officers within the Greener Futures, Land and Property, Finance and Legal teams.

Annexes:

Annex 1: SFRS People Impact Assessment for Lingfield and Chobham

Part 2 report

Sources/background papers:

None

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People Impact Assessment (PIA) Template

Policy / Project / Function	Lingfield/Chobham Redevelopments	Date of PIA	07/11/2022
Analysis Rating: please tick 1 box ✓ (The analysis rating is identified after the analysis has been completed - See Completion Notes).	RED	AMBER	GREEN
Please list methods used to analyse impact on people (e.g. consultations forums, meetings, data collection)	Extensive crew consultation during design phase. Public engagement will happen following Cabinet approval.		
Please list any other policies that are related to or referred to as part of this analysis			
Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members of the public)	Crews who operate out of Lingfield and Chobham. Potential SCC staff using the facilities. Members of Surrey and Sussex Police (SUSPOL) who will use the Chobham facilities. Potential members of the public who may attend meetings.		
What are the aims and intended effects of this proposal (project, policy, function, service)?			
Enhanced provision for a second appliance. Resolution of separating clean and contaminated areas to improve H&S of crews and families. Provision of gender-neutral facilities.			
Is any Equality Data available relating to the use or implementation of this proposal (policy, project, or function, service)? Please Tick ✓ (See Completion notes)			
YES:		NO:TICK	
List any Consultations e.g., with employees, service users, Unions or members of the public that has taken place in the development or implementation of this proposal (project, policy, function)?			
Several in person and online consultations between crew member and design team and architects to establish requirements.			
Financial Analysis If applicable, state any relevant cost implications (e.g. expenses, returns or savings) as a direct result of the implementation of this policy, project, or function.			
Costs (£)	Projected Returns £		
Implementation £	Projected Savings £		



People Impact Assessment (PIA) Template

What impact will the implementation of this proposal have on people who share characteristics protected by <i>The Equality Act 2010</i> ? ✓ (See Completion notes)				
Protected Characteristic:	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists
Sex (Men and Women)		YES		Gender neutral facilities will be available.
Race (All Racial Groups)	YES			
Disability (Mental, Physical, and Carers of Disabled people)		YES		Provision of a specialist WC and disability access friendly.
Religion or Belief	YES			If prayer or quiet space is required, a manager office is available.
Sexual Orientation (Lesbian, Gay, Bisexual, and Straight)		YES		Gender neutral shower and toilet facilities.
Pregnancy and Maternity	YES			
Marital Status (Married and Civil Partnerships)	YES			
Gender Reassignment (Includes non-binary)		YES		Gender neutral shower and toilet facilities.
Age (People of all ages)	YES			

What impact will the implementation of this proposal have on people who are impacted by and / or local factors that sit outside the Equality Act 2010 (non-legislative). Examples include social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. (See Completion notes)				
Identified impact non-legislative factor.	Neutral Impact:	Positive Impact:	Negative Impact:	Evidence of impact and if applicable, justification if determining proportionate means of achieving legitimate aims exists



People Impact Assessment (PIA) Template

Action Planning

Action Plan Owner:		Commencement date:		Sign off date:	
As a result of performing this analysis, what actions are proposed to remove or reduce any negative impact of adverse outcomes identified on people (employees, applicants customers, members of the public etc) who share characteristics protected by <i>The Equality Act 2010</i> or are non-legislative characteristics?					
Action Planning					
Identified Impact Protected Characteristic or local non-legislative factor	Recommended Actions	Responsible Lead	Completion Date	Review Date	

Page 85

Version Control			
Version number	Purpose/Change	Author	Date

Approval		
Approved by	Description	Date Approved
Head of Service (CFO, ACFO)		
Cabinet Member		
Working Group		

This PIA was completed by.....Karen Telfer



People Impact Assessment (PIA) Template

Completion Notes:

<p>Analysis Ratings:</p>	<p>The analysis rating is located at the top of the document so that if you have several impact assessments you will be able to determine priority impact status. To assure the analysis determines the rating, the rating should not be determined before the analysis has been completed.</p> <p>Red: As a result of performing this analysis, it is evident a risk of discrimination exists (direct, indirect, unintentional, or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics (and/or local non-legislative factors)</i>. In this instance, it is recommended that the use of the activity or policy be suspended until further work or analysis is performed.</p> <p>If it is considered this risk of discrimination (is <i>objectively justified</i>, and/or the use of this proposal (policy, activity, function) is a <i>proportionate means of achieving a legitimate aim</i>; this should be indicated and further professional advice taken.</p> <p>Amber: As a result of performing this analysis, it is evident a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p> <p>Green: As a result of performing this analysis, no adverse effects on people who share Protected Characteristics and/or local non-legislative factors are identified - no further actions are recommended at this stage.</p>
<p>Equality Data:</p>	<p>Equality data is internal or external information that may indicate how the activity or policy being analysed can affect different groups of people who share the nine Protected Characteristics and/or local non-legislative factors. Examples of <i>Equality Data</i> include: (this list is not definitive)</p> <ol style="list-style-type: none"> 1: Application success rates by <i>Equality Groups</i> 2: Complaints by <i>Equality Groups</i> 3: Service usage and withdrawal of services by <i>Equality Groups</i> 4: Grievances or decisions upheld and dismissed by <i>Equality Groups</i>
<p>Legal Status:</p>	<p>This document is designed to assist organisations in "<i>Identifying and eliminating unlawful Discrimination, Harassment and Victimisation</i>" as required by <i>The Equality Act Public Sector Duty 2011</i>.</p> <p>SFRS is keen to extend "due regard" to local/non-legislative factors such as social economic factors (i.e. poverty and or isolation), caring responsibility, unemployment, homelessness, urbanisation, rurality, health inequalities any other disadvantage. ✓ (See Completion notes). What impact will the implementation of this proposal have on people for which there is no legal requirement? (consider each local non-legislative factor separately).</p> <p>Doing this analysis may also identify opportunities to <i>foster good relations</i> and <i>advance opportunity</i> between those who share Protected Characteristics and/or local non-legislative factors and those that do not.</p> <p><i>A PIA is not legally binding and should not be used as a substitute for legal or other professional advice.</i></p>
<p>Objective And/or Proportionate</p>	<p>Certain discrimination may be capable of being defensible if the determining reason is:</p> <ol style="list-style-type: none"> (i) <i>objectively justified</i> (ii) <i>a proportionate means of achieving a legitimate aim</i> of the organisation <p>For <i>objective justification</i>, the determining reason must be a real, objective consideration, and not in itself discriminatory. To be '<i>proportionate</i>' there must be no alternative measures available that would meet the aim without too much difficulty that would avoid such a discriminatory effect. Where (i) and/or (ii) is identified it is recommended that professional (legal) advice is sought prior to completing a People Impact Analysis.</p>

SURREY COUNTY COUNCIL**CABINET****DATE: 20 DECEMBER 2022****REPORT OF CABINET MEMBER: KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIANCE****LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE****SUBJECT: ARRANGEMENTS FOR CIVIL PARKING AND MOVING TRAFFIC ENFORCEMENT IN SURREY FROM 2023/24****ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT, ENABLING A GREENER FUTURE AND EMPOWERING COMMUNITIES****Purpose of the Report:**

This report sets out a recommendation to award the contract for the management of parking enforcement across the county from April 2023. New management and contract arrangements are required by the County Council to support both the implementation of moving traffic enforcement and in response to the upcoming expiration of the current District & Borough agency agreements for Civil Parking Enforcement. Cabinet is asked to approve the award of a contract for parking and moving traffic enforcement and associated administration services commencing April 2023 following the completion of the procurement process.

Effective enforcement of highway restrictions helps to ensure compliance with parking and other traffic restrictions, which have been introduced to improve accessibility or safe use of the highway, thereby contributing towards our Surrey Transport Plan objectives.

Recommendations:

It is recommended that Cabinet:

1. Approve the award of a contract that covers the whole county for parking and moving traffic enforcement services commencing in April 2023 following the expiration of the current agency agreements for Civil Parking Enforcement (CPE).
2. Approve the appointment of the preferred supplier following a competitive tender which was undertaken through a mini-competition process as named in Part 2 of this report and award the Call-Off Contract to this supplier.
3. Approve any one-off costs for service transfer and ongoing contributions to the Guildford Park & Ride and Woking Town Centre Maintenance Agreements are drawn

from any operational financial surplus and the remainder is factored into the Council's medium term financial strategy.

4. Delegate the management of operational parking and moving traffic enforcement policy, to the Director for Highways and Transport in consultation with the Cabinet Member for Highways and Community Resilience.

Reason for Recommendations:

An effective and cost-effective parking and moving traffic enforcement service will enable the Council to help achieve its Community Vision 2030 objectives, including that:

- Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities; and
- Journeys across the county are easier, more predictable and safer.

In addition, as part of the Council's organisational strategy, Surrey County Council wants to work in partnership with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities. The effective enforcement of highway restrictions helps in making travel and transportation schemes more effective and could be a key tool in helping deliver the Council's strategic objectives to reduce congestion and to improve facilities for buses, cycles and pedestrians, particularly vulnerable road users.

Executive Summary:

Background

1. In late 2021, the DfT announced that it would make new regulations under Part 6 of the Traffic Management Act 2004 that would enable local authorities outside of London to carry out Moving Traffic Enforcement (MTE). The changes were introduced on 31 May 2022 and also apply to bus lane enforcement.
2. On 29 March 2022, Cabinet agreed that Surrey County Council should make an application for the new powers after reviewing the potential benefits they could bring. After completing the application criteria, the Council's request for MTE powers was submitted in May and the DfT subsequently confirmed these by way of a Designation Order in July.
3. This means that traffic enforcement cameras can now be used to enforce a variety of highway restrictions on Surrey roads, thereby increasing the effectiveness of measures proposed in the new Surrey Transport Plan (STP) aimed at improving safety, reducing congestion, protecting the environment and upgrading infrastructure for buses, cycles and pedestrians.

4. In parallel, the parking enforcement agency agreements that are currently in place with nine of the eleven district and borough councils expire at the end of March 2023.¹
5. The agency agreement 'model' for parking enforcement has operated well in some parts of Surrey since it was introduced around 15 years ago; however, there are considerable differences in service delivery and financial performance between the different borough teams. Attempts in the past to significantly streamline and rationalise service delivery by introducing further joint working arrangements (i.e. Districts and Boroughs working more co-operatively to reduce administrative costs and pool enforcement resources) have had very limited success.
6. The administrative process associated with issuing Penalty Charge Notices (PCNs) is very similar for both moving traffic and parking enforcement. For MTE, PCNs are sent through the post, and for parking enforcement PCNs are generally applied to a vehicle windscreen; however, the process for managing payments (and non-payments), representations, appeals and adjudication is very similar.
7. As such, and given the service rationalisation and efficiencies that could be achieved by having a single countywide contract in place instead of the current nine separate arrangements, a procurement process has been completed to identify a new supplier for parking and moving traffic enforcement and associated services.

The Procurement Process

8. The Council's specification for the new service is based on industry best practice having reviewed operational models in other local authorities.
9. In order to maximise the procurement opportunities for the administrative functions of an enforcement contract, a route was identified to seek a single lead supplier that could deliver both parking and moving traffic enforcement services. This is primarily due to the shared nature of the back office processes involved with both activities (i.e. PCN processing). Given the relatively specialised nature of the work, however, the contract allows for some areas to be sub contracted.
10. A suitable framework was identified with a good selection of suppliers that would allow for a competitive tender, which would be undertaken through a mini-competition process, to be carried out compliant with the requirements of the Public Contracts Regulations 2015 and the Council's Procurement and Contracts Standing Orders. The framework allows the option for upto 7-year contract duration.
11. The tender/mini-competition period was carried out for six weeks in September and October and included a process for clarifying the Council's requirements with potential bidders.
12. In terms of evaluation, a 65/35 weighting was applied, with 65% being awarded for the quality response (including social and environmental value deliverables) and 35% for

¹ The Council does not have an agreement with all district and borough councils because there are some collaborative arrangements whereby Guildford also enforce on street in Waverley, and Woking enforce in Surrey Heath.

the pricing response. Whilst price will always be a very important consideration, in entering a contractual relationship that needs to deliver several high-profile services that will last 7 years, it is critical that the services provided deliver the quality that is required, are effective, are able to evolve and are financially sustainable for both the Council and the successful bidder.

13. The quality submission of the tender/mini-competition included content from bidders in respect of the following areas:
- Delivery Methodology for Parking & Traffic Enforcement Management Services.
 - Delivery Methodology for Moving Traffic Enforcement Cameras and Administration services.
 - Mobilisation including TUPE transfer of staff.
 - Method statements for key activities.
 - Staffing and retention.
 - Approach to innovation.
 - Protecting & Enhancing Reputation.
 - Social, Economic and Environmental Benefits.
14. The successful bidder has been assessed by the evaluation panel against the service specification, quality questions, price and social value commitments and found to exceed our quality requirements within the tender/mini-competition budget.
15. The successful bidder has passed a financial evaluation carried out by Orbis Finance who have confirmed their suitability for managing a contract of this value and duration.

Proposals for the new Parking Enforcement Service

16. It is proposed that the SCC Parking and Traffic Enforcement Team, within the Environment, Transport and Infrastructure Directorate, will manage on street enforcement in conjunction with the new service provider appointed following the procurement process.

17. The supplier will carry out these main activities under the contract:
- a. On-street enforcement of parking in accordance the Traffic Management Act 2004 for the whole county (excluding motorways and trunk roads). The contractor will provide fully equipped enforcement personnel and deploy them from bases in Surrey following an agreed enforcement plan.
 - b. The supply and maintenance of traffic enforcement cameras (and camera vehicles). Camera sites will first be identified by SCC and undergo an evaluation and consultation process before cameras are installed.
 - c. The administration and processing of on street PCNs including dealing with enquiries and representations against PCNs. (Note: the SCC Parking Team will be responsible for overseeing formal representations and adjudication cases).
 - d. Parking permit management for resident parking schemes and controlled parking zones. This includes conversion to virtual permits within the first year of the contract.
 - e. The provision of and support for an IT system to facilitate the administration and monitoring and management of the service.
 - f. Maintenance of existing payment machines and co-ordination with cashless payment providers (pay by phone).
 - g. A cash collection, counting and banking service.
 - h. Provision of basic maintenance of parking related road markings and signs.
18. The Council will create a new Parking Enforcement Team within the Parking and Traffic Enforcement Team in Highways who will oversee the contract and deal with:
- a. Contract management and contractor performance
 - b. Formal representations and appeals against PCNs
 - c. Enquiries from councillors and the public (some general enquires may still go to the SCC contact centre or the contractor enquiry line or their web equivalent)
 - d. Liaison with the contractor about deployment and traffic management issues (e.g. event planning and complaints)
 - e. Reporting and feedback about enforcement activity
19. Parking enforcement staff will be deployed across the county by the contractor following an agreed Parking Enforcement Plan. The plan sets out the operational activity of the contractors enforcement team including routine patrol areas, enforcement hotspots and school and town centre enforcement priorities. It is intended to ensure there is good compliance with existing parking and waiting restrictions, so helping to maintain access and preventing obstruction on the highway network. Critically, parking enforcement will be carried out consistently and fairly around the county in accordance with statutory guidance and after taking into account the broad range of restrictions that are currently in place.

20. Civil Enforcement Officers (CEOs) and their equipment such as cars/vans will be clearly identifiable, with SCC logos. CEOs will be highly mobile, using electric vehicles for transport and all will be equipped with body worn cameras and digital communication systems to improve their safety and response times.
21. The planned normal operational hours for the new parking enforcement service will be 07:00 to 22:00, Monday to Sunday. Understandably, the numbers of enforcement staff deployed during these times will vary based on the Enforcement Plan but will generally be aimed at the busiest areas/times. However, CEOs will be mobile and able to respond quickly if needed.
22. The new contractor will manage parking permit applications and renewals in conjunction with the Council's enforcement team. It is planned that all permits will be 'virtual' (i.e. a system whereby the vehicle registration number becomes the identifier) within the first 12 months of the contract.
23. Over time, the Enforcement Plan will evolve to meet changing circumstances on the highway network and wider environment. There will also be an annual report published on our web pages detailing the previous 12 months parking enforcement activity for the whole county and aspects of the service performance can be reported as part of the ETI Performance Framework.

Representations and Appeals against PCNs

24. The process for dealing with appeals and representations against PCNs is broadly governed by national legislation (The Traffic Management Act 2004 and associated Statutory Guidance). The process is set out clearly on the [Traffic Penalty Tribunal website](#).
25. It is intended that the contractor will deal with most informal representations against PCNs via the phone or web. Many of these can be dealt with quickly with reference to the Council's PCN cancellation policy, which is part of our existing Parking Strategy. Decisions regarding formal representations against PCNs will also be reviewed and agreed by the Council's Enforcement Team.

Parking Reviews and Co-ordination of Parking Management

26. Parking reviews will continue in their usual format around the County, with reviews being carried out on a 'whole borough' basis every 12 to 15 months. Parking reviews currently carried out in Guildford by Guildford Borough Council will also transfer to SCC following the end of the agency agreement in March 2023.
27. Going forward, parking co-ordination meetings will continue to help improve liaison with district and borough colleagues to coordinate enforcement activity as required. These may be needed regularly or for 'one off' special events etc. It is planned that the new enforcement team will also co-ordinate their activity with town centre management teams, Surrey Police and other stakeholders as needed.

Moving Traffic Enforcement

28. Our new Moving Traffic Enforcement (MTE) powers available under Part 6 of the Traffic Management Act 2004 mean, when the new contract starts from April 2023, traffic enforcement cameras could be used to enforce a variety of highway restrictions on Surrey roads to help improve safety, protect the environment and reduce congestion.
29. The process of managing camera enforcement and dealing with representations, appeals and contract KPIs will be carried out by the Parking Enforcement Team in a similar way to parking enforcement.

Consultation:

30. The district and borough councils in Surrey have all been informed and engaged about the proposed service changes.
31. A number of meetings have taken place with these authorities to explain the planned changes and the timeline, and also identify information that can be exchanged to make the transition smoother, particularly for the staff involved. Areas of concern are picked up and addressed where possible through feedback in the form of a fortnightly briefing note shared with relevant stakeholders including the district and borough councils.
32. The staff currently employed by the district and borough councils and engaged in on street parking enforcement activities may transfer across to the new service provider or SCC depending on their current range of duties and the new job roles that will be available. TUPE provisions will apply, and SCC will ensure the process is carried out in accordance with the law. It will be important to retain experienced staff in the new enforcement teams to help ensure continuity and local knowledge.
33. When the selected supplier starts to mobilise the new contract from January next year, more detailed consultations and discussions will take place with the district and borough teams concerning the service transfer.
34. The Communities, Environment and Highways Select Committee were consulted about the proposed changes to on street enforcement at their meeting on 7th September 2022. The Committee were generally supportive of the proposals.

Risk Management and Implications:

35. There are reputational risks associated with parking and moving traffic enforcement if these activities are not carried out fairly, consistently and in accordance with statutory guidance and the law. To mitigate against these risks, all enforcement staff employed in the service will be fully trained and supervised and work to an agreed enforcement plan and policies.
36. As an enforcement service, there are risks to the safety of the staff carrying out the activities of this contract. To this end, all CEOs and supervisors will use body worn cameras on duty. These will help make their work safer by deterring potential aggressive behaviour against them or claims that they have not carried out their responsibilities appropriately.

- 12
37. To ensure that the fairness of the service is maintained, there are several mitigating factors and measures in place. The process for making representations against or appealing PCNs is governed by statutory guidance. This means there is a fair and transparent process in place to manage appeals, and they are considered by an independent adjudicator. In addition, by publishing an annual report on parking services, including the number of representations and appeals made, it is possible to compare and scrutinise the performance of the service.
 38. As with any transition of service between authorities, there is a risk that service continuity is disrupted when one contract ends and the new one begins. The ETI Directorate has invested in a dedicated resource to project manage the transition of the service to help ensure that the new arrangements will result in a robust and effective outcome.
 39. From the start of the contract in April 2023 it is intended to generally maintain continuity with the existing enforcement operations. To this end, we have been working with the incumbent D&B enforcement teams to gather information about their existing operational activities. This will give a better understanding of current potential enforcement issues to work into the preliminary enforcement plan.
 40. During the first 3 months of the contract in particular, working closely with the new supplier, there will be refinements and adaptations of the enforcement plan to conditions that arise. The intention is to initially maintain (and in some cases increase) levels of parking enforcement, but this will be done in a measured way. Where possible, changes to enforcement practice will be communicated to residents and highway users in advance to reduce claims of unfair behaviour.
 41. Recruitment and retention of experienced civil enforcement staff can be a challenge for both public and private sector employers, particularly in the current economic climate. The new supplier has made a number of commitments in this area to help them ensure they have the staff available to deliver the services under the contract: These include:
 - Pay levels exceeding the real living wage.
 - A commitment to ensuring transferring D&B staff retain their employment terms and conditions under TUPE regulations.
 - Having a continuous CEO recruitment programme.
 - Recruitment of 80% of their workforce locally and supporting flexible working arrangements where possible.
 - A commitment to work with Surrey charities that support getting the long term unemployed, homeless, and former armed forces in to work.
 - Developing links with schools and colleges, providing careers talks and training opportunities in the most economically challenged areas of the county.
 - Being able to call on staff from their wider workforce to provide cover if needed and having a range of flexible working options to cover peak periods.

42. Reputational issues in the use of camera enforcement will be minimised by carrying out consultations, providing clear justification for their use and issuing warning notices for a first offence as described above. PCNs issued for moving traffic contraventions can also be appealed in a similar way to parking offences.

Financial and Value for Money Implications:

43. Civil Parking Enforcement (CPE) has operated at a surplus in Surrey since around 2013. Prior to the Covid pandemic, which disrupted travel and parking behaviour, income from parking enforcement and parking charges totalled around £5.5m per year and reported costs were £4.5m, although financial performance varied considerably between different authorities.
44. The new contract will offer better value for money in that it will be possible to deploy a wider range of enforcement staff and vehicles for longer periods of the day/week for a more competitive cost to those incurred under the agency agreements.
45. The new contract has a mechanism for increasing or decreasing enforcement resources and therefore the associated contract costs. In the first year, we will continuously evaluate the impact of the new service and adjust resources as needed by adapting the Enforcement Plan. This will help gain the right balance between achieving compliance of the various waiting and parking restrictions around the county, and the associated cost for that compared to the income from fines and other services. It is anticipated that the service can be operated more cost effectively on this basis.
46. Key Performance Indicators (KPIs) will be used to monitor the supplier's performance and help ensure a high-quality service under the contract. The main KPIs relate to:
- a) Providing sufficient enforcement staff to achieve the enforcement plan
 - b) Meeting response times against enforcement requests
 - c) Completing activities in agreed timescales (eg permit request/renewals and PCN processing)
 - d) Minimising complaints and errors (particularly associated with issuing PCNs)
 - e) Minimising downtime of software/back office systems and camera equipment.
47. The new Parking Enforcement Team will monitor these KPIs as well as contract expenditure/income at regular meetings with the new supplier, providing reports as needed.
48. The financial issues associated with MTE including the likely associated costs for camera deployment will be presented to the Cabinet Member for Highways and Community Resilience as part of the policy update in the new year
49. A full evaluation of the financial implications is contained in Part 2 of this report.

Section 151 Officer Commentary:

50. Although significant progress has been made to improve the Council's financial position, the financial environment remains challenging. The UK is experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding. In addition to these immediate challenges, the medium term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding 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.
51. The costs associated with civil parking enforcement, both the Council's internal management costs and contract costs including initial set up costs, ongoing enforcement and maintenance of parking machines, are expected to be met by income generated from penalty notices and other parking charges and permits. Any overall parking surplus will be factored into the Council's Medium Term Financial Strategy, in accordance with relevant legislation. As such, the Section 151 Officer supports the recommended approach.

Legal Implications – Monitoring Officer:

52. Surrey County Council have civil parking enforcement powers by virtue of The Civil Enforcement of Parking Contraventions Designation (No. 2) Order 2020, which was made under the provisions of paragraph 8(1) of Schedule 8 (and paragraph 3(1) of Schedule 10) of the TMA 2004. (Schedule 8 deals with civil enforcement areas for parking contraventions and schedule 10 deals with special enforcement areas).
53. The above designation order made the whole of Surrey (with the exception of motorways/trunk roads and MOD roads) a civil enforcement area for parking contraventions.
54. Surrey County Council has also been designated as a moving traffic contravention civil enforcement area for the purposes of Part 6 of the Traffic Management Act 2004 by the Civil Enforcement of Moving Traffic Contraventions Designations and Miscellaneous Amendments Order 2022.
55. Surrey County Council has undertaken a compliant Mini-Competition under the CCS Transport Technology and Associated Services Framework RM6099 in accordance with The Public Contracts Regulations 2015 and the Council's Procurement and Contract Standing Orders.
56. Legal Services will arrange to have the Call-Off Contract sealed by the Council.

Equalities and Diversity:

57. Under the Equality Act 2010 ("the Act"), public authorities have a duty (the Public Sector Equality Duty) to pay due regard to the need to eliminate unlawful

discrimination, harassment, victimisation and other conduct prohibited by the Act, to advance equality of opportunity between people who share a protected characteristic and those who do not and to foster good relations between those who share a protected characteristic and those who do not.

58. Protected characteristics under the Act are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
59. The recommendations in this report propose a change to the parking enforcement service provider; however, the basic operation of enforcing parking restrictions will remain the same and as such there are no identified implications for protected characteristic groups.
60. The effective enforcement of highway restrictions helps in making travel and transportation schemes more effective and could be a key tool in helping deliver transportation and environmental objectives to reduce congestion and improve facilities for buses, cycles and pedestrians, particularly vulnerable road users.
61. As such, an Equality Impact Assessment is not needed.

Other Implications:

62. 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	None identified.
Safeguarding responsibilities for vulnerable children and adults	None identified.
Environmental sustainability	Parking and traffic restrictions are often implemented to achieve environmental benefits. This report does not propose to implement any such restrictions however effective enforcement is likely to improve compliance and therefore help achieve the desired environmental benefits.
Compliance against net-zero emissions target and future climate compatibility/resilience	The new supplier has provided a Carbon Reduction Plan for their organisation as well as carbon reduction targets for the contract over its lifetime. They propose to us an all electric fleet from the outset of the contract.
Public Health	None identified

What Happens Next:

63. It is anticipated that the Call-Off Contract will be executed by the new supplier and sealed by the Council in January, following which the mobilisation period will begin. There are a number of key activities to be completed during this time:
- Set up operating bases and contractor team/equipment
 - Staff transfers including consultation meetings and discussions
 - Configure IT systems and transfer data from D&B teams (resident permit holder information etc)
 - Agree the preliminary enforcement plan (to include school enforcement priorities)
 - Agree and start communications plan
64. Leading up to the contract start next April, information about the new parking enforcement service (and all other on street parking management activities) will be developed and available on the SCC website and publicised through other media to explain:
- Parking enforcement policies and how to pay or appeal PCNs.
 - How to apply for and renew resident parking permits
 - How to report parking enforcement problem (potentially via 'Report It')
65. Moving Traffic Enforcement Policy covering the use of enforcement cameras will be presented to the Cabinet Member for Highways and Community Resilience in March 2023. A member seminar will be arranged covering the new parking and moving traffic enforcement service in the New Year.

Report Author: David Curl, Parking and Traffic Enforcement Team Manager,
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Consulted:

All Surrey district and borough councils.

Communities, Environment and Highways Select Committee

Internal teams with Highways and Transport, Legal Services, HR, Finance, IT&D.

Annexes:

Part 2 Report

Sources/background papers:

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SURREY COUNTY COUNCIL**CABINET****DATE: 20 DECEMBER 2022****REPORT OF CABINET MEMBER: DAVID LEWIS, CABINET MEMBER FOR FINANCE AND RESOURCES****LEAD OFFICER: LEIGH WHITEHOUSE, DEPUTY DIRECTOR AND EXECUTIVE DIRECTOR FOR RESOURCES****SUBJECT: ANNUAL PROCUREMENT FORWARD PLAN FY2023/24****ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/TACKLING HEALTH INEQUALITY/ENABLING A GREENER FUTURE/EMPOWERING COMMUNITIES****Purpose of the Report:**

The revised Procurement and Contract Standing Orders agreed by the Council in May 2019 require the preparation of an Annual Procurement Forward Plan (APFP) during the business planning cycle. The APFP has been developed for 2023/24 and Cabinet is asked to approve the plan to allow implementation of the identified procurement activity.

Recommendations:

It is recommended that Cabinet:

1. Gives Approval to Procure for the projects listed in Annex 1 – “Annual Procurement Forward Plan for FY2023 24” in accordance with the Council’s Procurement and Contract Standing Orders.
2. Agrees that where the first ranked tender for any projects listed in Annex 1 is within the +5% budgetary tolerance level, the relevant Executive Director, Director or Head of Service (as appropriate) is authorised to award such contracts.
3. Agrees the procurement activity that will be returned to Cabinet prior to going out to market (see Annex 1).
4. Notes projects that will be presented to Cabinet or the Strategic Investment Board for approval of the business case (see Annex 1).

Reason for Recommendations:

- To comply with the Procurement and Contract Standing Orders agreed by Council in May 2019 and further revised in October 2022.
- To provide Cabinet with strategic oversight of planned procurement projects for FY2023/24.
- To ensure Cabinet oversight is focussed on the most significant procurements.
- To avoid the need to submit multiple individual requests for Approval to Procure as well as individual contract award approvals for work taking place in FY2023/24.

Executive Summary:

Business Case

1. Annex 1 lists all known projects over £213,477 (inc. VAT) that are due for procurement in FY 2023/24 for each Directorate and Service. This threshold figure is the level at which the Council is currently bound by the UK Public Contract Regulations 2015 to advertise in Find a Tender (UK e-notification service where notices for new procurements are required to be published) and conduct a public tender for goods and services. The threshold for works contracts is currently £5,336,937 and Light Touch Services are £663,540. These projects will be publicised in due time using the established e-procurement platform.

Annex 1 has been agreed with the relevant Executive Directors, Directors and Heads of Service.

2. Under section 1.6 of the Procurement & Contract Standing Orders (PCSO), Cabinet is asked to approve these forward plans so that they may proceed to procurement without delay and delegate award decisions to Executive Directors, Directors, or Heads of Service provided the tender outcome is within +5% of the budget agreed with Finance when each project begins. Any project with a tender outcome not within tolerance will be reported in line with PCSO table 2.7a:
 - i. Under £1m: S151 Officer
 - ii. Over £1m: S151 Officer and relevant service Portfolio Holder
 - iii. Over £5m: S151 Officer and Cabinet
3. By approving the APFP in this way, there will be no need to gain Approval to Procure for each individual project during 2023/24. This will streamline Cabinet input and ensure focus on the most important projects throughout the year. However, it is likely that unforeseen projects will arise, and officers will need to seek Approval to Procure for these separately.
4. Whilst the APFP is integral to the business planning cycle, it is not intended to set budgets for coming years, a task which is handled via the council's annual budget report.

Consultation:

5. Consultation will take place for individual projects as appropriate to the goods or services required.

Risk Management and Implications:

6. If the Council does not manage the contract renewal programme effectively and efficiently it could lead to a detrimental impact on value for money and required outcomes and benefits from our contracted services. Good forward planning will enable adequate resources and sufficient time are dedicated to ensure appropriate procurement strategies and commercial negotiations to take place. Also, by bringing forward Cabinet approval there will be opportunity for Members to review and influence the plans in advance of any procurements being carried out.

Financial and Value for Money Implications:

7. The APFP approach has been designed to facilitate better planning, early engagement, and strategic oversight and, therefore, allows for more efficient and effective use of resources to support delivery of commissioning intentions.
8. In the current financial climate with inflationary pressures and cost of living going up, all projects will be subject to a full procurement report which details the commercial considerations. The intention is that SCC will work closely with the supply market to form stronger relationships, mitigate risk and secure the appropriate procurement models to drive sustainability and affordability.

Section 151 Officer Commentary:

9. Although significant progress has been made to improve the Council's financial position, the financial environment remains challenging. The UK is experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding. In addition to these immediate challenges, the medium term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding 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. It remains the responsibility of the relevant Executive Director, Director or Head of Service to ensure that any expenditure committed to as a result of these procurements remain within approved budget envelopes and is consistent with the Directorate Commissioning Strategy. As such, the Section 151 Officer supports the recommendations.

Legal Implications – Monitoring Officer:

11. Cabinet is being asked to give formal Approval to Procure for the projects listed in Annex 1 in accordance with the Council's Procurement and Contract Standing Orders. In making this decision, Cabinet should be cognisant of its fiduciary duty to Surrey residents to ensure services are provided effectively while also maintaining a balanced budget.
12. Notwithstanding Cabinet giving Approval to Procure, officers will have to ensure that the Public Contracts Regulations 2015 and any further legislation introduced are complied with in relation to any procurements undertaken. Furthermore, commissioners will need to be aware of the 'best value duty' under Section 3 of the Local Government Act 1999 and its requirements on them. It states that the Council "...must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness."
13. For projects where additional statutory duties arise at a later date, for example as a result of a change in commissioning strategy, the Approval to Procure given at this stage will no longer be valid and further approvals will be required. Once additional statutory requirements have been satisfied, the report will need to return to Cabinet for a new Approval to Procure. Legal Services will advise in relation to any such situations.

14. Cabinet will note that authority to grant Approval to Procure in relation to selected health and social care matters has been delegated to the Council's representatives on the Surrey-wide Committees in Common. The relevant projects are included in Annex 1 for information only.

Other Implications:

15. Procurement strategies will be developed for each of the APFP projects. Due consideration will be given to potential implications for the council priorities and policy areas, such as Social Value, Environmental Sustainability as well as opportunities to contribute to the net-zero emissions target.

What Happens Next:

16. The approved plans will be delivered during the financial year 2023/24.

Contact Officer:

Anna Kwiatkowska, Head of Procurement, 02085417351

Consulted:

Service Directors, Finance, Legal.

Annexes:

Annex 1 – Annual Procurement Forward Plan FY 2023 24
Part 2 Annex

Sources/background papers:

Procurement and Contract Standing Orders October 2022 (Issue 11)

ANNEX 1 PART 1

Directorate		Number of New Projects
	Corporate Resources	50
	Adult Social Care	4
	Children, Families & Lifelong Learning	17
	Environment, Transport & Infrastructure	37
	Customers and Communities	4
	Surrey Fire and Rescue	13
	Integrated Commissioning - Committees in Common Projects	
For information	Adult Social Care	11
	Children, Families & Lifelong Learning	1
	Public Service Reform	14
	Total	151

CORPORATE RESOURCES

Directorate	Service	Contract Name (over Regulatory Threshold, £213,477 inclusive of VAT)	Contract Description (up to 250 characters)	Capital/Revenue/Grant funded/Mixed	Contract Length in months (including extensions)	Current Contract End Date	Procurement Activity Required (Renewal of Existing/Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contracts (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Corporate Resources	Land & Property	Agile Office Programme	Fit out works to Agile Office Estate (include spoke fit out and Quadrant Court related purchase/ refurb)	Capital	48	N/A	New Procurement Requirement	Tender	TBC	No
Corporate Resources	Land & Property	Sub-threshold works projects	Procurement of contractors to undertake sub-threshold works projects	Capital	48	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	Land & Property	Surrey Fire & Rescue Service - Fire House Development	Fire house re-development at Wray Park	Capital	24	N/A	New Procurement Requirement	Accessing Framework Agreement	05/01/2024	No
Corporate Resources	Land & Property	Marrow Depot	Development of depot rationalisation and highways maintenance service provision enhancement at Marrow Depot	Capital	24	N/A	New Procurement Requirement	Accessing Framework Agreement	01/07/2023	No
Corporate Resources	Land & Property	Godstone Depot	Development of depot rationalisation and highways maintenance service provision enhancement at Godstone Depot	Capital	24	N/A	New Procurement Requirement	Accessing Framework Agreement	01/07/2023	No
Corporate Resources	Land & Property	Guildford Library	Procurement of both a main contractor for refurbishment contract and specialist library furniture & fit out supplier	Capital	12	N/A	New Procurement Requirement	Accessing Framework Agreement	07/08/2023	No
Corporate Resources	Land & Property	Specialist Housing Management	Specialist Housing Management service provision to support Independent Living schemes	Revenue	60	N/A	New Procurement Requirement	Tender	04/01/2024	No
Corporate Resources	Land & Property	Staines Library	Procurement of both a main contractor for relocation contract and specialist library furniture & fit out supplier	Capital	12	N/A	New Procurement Requirement	Accessing Framework Agreement	31/03/2024	No
Corporate Resources	Land & Property	Epsom Library	Procurement of both a main contractor for refurbishment contract and specialist library furniture & fit out supplier	Capital	12	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	Land & Property	Redhill Library	Procurement of both a main contractor for refurbishment contract and specialist library furniture & fit out supplier	Capital	12	N/A	New Procurement Requirement	Accessing Framework Agreement	07/08/2023	No
Corporate Resources	Land & Property	Woking Library	Procurement of both a main contractor for refurbishment contract and specialist library furniture & fit out supplier	Capital	12	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	Land & Property	Gypsy Romany Traveller Site New Build	New Build of Transit Site in the West of the County	Capital	48	N/A	New Procurement Requirement	Accessing Framework Agreement	09/09/2023	No
Corporate Resources	Land & Property	Annual Building Asset Valuation Contract	Procurement of a new building asset valuation consultant to undertake statutory and non statutory annual valuations	Revenue	36	22/12/2025	Replacement with New Service	Accessing Framework Agreement	31/03/2024	No
Corporate Resources	IT & Digital	Staff Devices 2023	Provision of laptops/desktops/monitors for use by staff.	Capital	48	30/09/2023	Replacement with New Service	Accessing Framework Agreement	TBC	No
Corporate Resources	IT & Digital	Low-Code Application Development and Licences 2023	The provision of a low-code application development platform	Revenue	48	20/12/2023	Renewal of Existing	Accessing Framework Agreement	21/12/2023	No
Corporate Resources	IT & Digital	Citrix Licences	CITRIX software licences enables the delivery of IT services to staff across all services. CITRIX is used to deliver all applications to desktops and laptops.	Revenue	36	05/12/2023	Renewal of Existing	Accessing Framework Agreement	06/12/2023	No
Corporate Resources	IT & Digital	Robotics Process Automation Licence renewal 2024	Robotics Process Automation software. Purchase covers SCC, ESCC and BHCC.	Revenue	48	01/07/2024	Renewal of Existing	Accessing Framework Agreement	02/07/2024	No
Corporate Resources	IT & Digital	ESRI Software and Data (GIS)	Renewal of data and mapping software	Revenue	36	31/03/2024	Renewal of Existing	Accessing Framework Agreement	01/04/2024	No
Corporate Resources	IT & Digital	IT & Digital Transformation programme consultancy	Consultancy to support the IT & Digital department meet the objectives of the Transformation programme.	Revenue	12	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	IT & Digital	IT&D consultancy assistance 2024	Provision for technical consultancy to support IT projects	Revenue	12	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	IT & Digital	IT&D technical resource 2023-24	Requirement for technical expertise e.g. Unit 4, Liquidlogic, automation, robotics, SharePoint	Revenue	12	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	IT & Digital	Forms and workflow tool for SharePoint applications	Programmatic design tool to create complex automated workflows in SharePoint applications.	Revenue	60	29/11/2023	Renewal of Existing	Accessing Framework Agreement	30/11/2023	No
Corporate Resources	IT & Digital	Project Management Module for ExecView	Execview Portfolio and Project Management module For the following region: UK including: Up to 2000 concurrent projects/programmes or portfolio "activities", Software license for unlimited users, Product documentation, Upgrades.	Revenue	TBC	31/05/2023	Renewal of Existing	Accessing Framework Agreement	01/06/2023	No
Corporate Resources	IT & Digital	Support and Maintenance for ESCC SAP servers in SCC data centres	Services to support SAP Servers	Revenue	12	30/09/2023	Renewal of Existing	Accessing Framework Agreement	01/10/2024	No
Corporate Resources	CFL / IT & Digital	Education Management System	Education Management System licence renewal	Revenue	72	30/08/2024	Renewal of Existing	Accessing Framework Agreement	01/09/2024	No
Corporate Resources	CFL / IT & Digital	Software to support Home to School Transport	Software to support Home to School Transport	Revenue	48	N/A	Replacement with New Service	Accessing Framework Agreement	TBC	No
Corporate Resources	Transformation / HR & OD / IT & Digital	Consultancy Framework	Framework for business consultancy to support the Council. All call off contracts from the framework will be subject to approval of budget and the procurement.	Revenue	48	N/A	Replacement with New Service	Accessing Framework Agreement	TBC	No
Corporate Resources	Twelve15 (IT& Digital)	Software for Twelve15 2023	Twelve15 Commercial Services purchase of a Parent Payment Portal for school meals and CRM for B2B and B2C.	Revenue	48	N/A	Replacement with New Service	Accessing Framework Agreement	TBC	No
Corporate Resources	Law & Governance (IT & Digital)	Legal Evidence Management Platform	Cloud Based Legal Evidence Management Platform	Revenue	60	30/06/2023	Renewal of Existing	Accessing Framework Agreement	01/07/2023	No
Corporate Resources	Pensions (IT & Digital)	Pensions Administration System	Provision of a Pensions Administration System to manage SCC Pensions.	Mixed	60	20/04/2026	Replacement with New Service	Accessing Framework Agreement	21/04/2026	No
Corporate Resources	HR & OD (IT & Digital)	HR Case Management System	Provision, implementation, licensing and support of a SaaS HR Case Management System.	Revenue	60	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	Twelve15	Frozen and Grocery 2025	Provision of Frozen Food for Schools and other Council settings. Decision to extend or re-procure	Revenue	60	31/10/2023	Renewal of Existing	Tender	01/11/2023	No
Corporate Resources	Twelve15	Fresh Produce 2024	Provision of Fresh Produce for Schools	Revenue	48	31/10/2023	Renewal of Existing	Tender	01/11/2023	No
Corporate Resources	Twelve15	Commercial Catering Equipment (heavy goods e.g. Fridges, freezers) 2024	Provision of goods for SCC Twelve15 catering facilities for schools.	Revenue	36	31/08/2023	Renewal of Existing	Tender	01/09/2023	No
Corporate Resources	Twelve15	Food Buying Agency	Food purchasing expertise	Revenue	60	23/07/2023	Renewal of Existing	Tender	24/07/2023	No
Corporate Resources	Twelve15	Commercial Catering Equipment Repairs 2024	Provision of services for SCC Twelve15 catering facilities for schools.	Revenue	48	30/06/2023	Renewal of Existing	Accessing Framework Agreement	01/07/2023	No
Corporate Resources	HR & OD	Employee Assistance Programme	Provision of an Occupational Health and Employee Assistance Programme Decision to extend or re-procurement	Revenue	48	31/03/2024	Renewal of Existing	Accessing Framework Agreement	01/04/2024	No
Corporate Resources	HR & OD	High value temporary resource outside the Connect2Surrey arrangement	Potential appointment of various individuals costing over the regulatory threshold.	Revenue	TBC	01/04/2023	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	HR & OD	SCC Human Resources e-Recruitment system	Supply of a web-based applicant tracking system	Revenue	60	31/03/2024	Renewal of Existing	Accessing Framework Agreement	01/04/2024	No
Corporate Resources	HR & OD	Leadership Skills Training 2023-24	Leadership training and consultancy for Senior Leadership Team	Revenue	12	31/08/2023	Renewal of Existing	Accessing Framework Agreement	TBC	No
Corporate Resources	HR & OD	Organisational Change Consultancy 2022-23	Organisational Change Consultancy	Revenue	12	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	HR & OD	Annual 360 process for the Chief Executive and each member of CLT	Delivery of the annual 360 process for the Chief Executive and each member of CLT	Revenue	36	31/12/2023	Replacement with New Service	Accessing Framework Agreement	01/01/2024	No
Corporate Resources	HR & OD	Occupational Therapy Degree - Level 6 Apprenticeship	Occupational Therapy Degree - Level 6 Apprenticeship Surrey County Council (the Council), along with Surrey Heartlands and the NHS The organisations that will be using this service will be: Surrey County Council - Adults and Children's services Epsom and St Heliers NHS Trust Central Surrey Healthcare Royal Surrey County Hospital NHS Foundation Trust Ashford and St Peters Hospital NHS Foundation Trust Surrey and Borders partnership NHS Foundation Trust Surrey and Sussex Healthcare NHS Trust	Revenue	48	31/08/2024	Replacement with New Service	Accessing Framework Agreement	01/09/2024	No
Corporate Resources	Pensions	Actuarial Services	The Surrey Pension Fund Committee undertakes statutory functions on behalf of the Local Government Pension Scheme (LGPS). SCC is an administering authority for the LGPS.	Revenue	72	08/04/2024	Renewal of Existing	Accessing Framework Agreement	09/04/2024	No
Corporate Resources	Business Operations	Electronic Baring and Disclosure Service	eDBS checking of staff	Revenue	48	31/03/2024	Renewal of Existing	Accessing Framework Agreement	01/04/2024	No
Corporate Resources	Business Operations/ Finance	Council Banking Arrangements	Council Banking Arrangements	Revenue	48	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	Transformation	Specialist Transformation IT Consultancy and Professional Services	Specialist IT Consultancy and Professional Services for the Transformation Team	Revenue	12	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	Transformation	Transformation Programme - Consultancy services to support major programmes in the agreed 23/24 portfolio	Transformation Programme - potential requirement for Consultancy services to support aspects of the priority programmes that are agreed and funded as part of the MTFS 23/24 onwards.	Revenue	12	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	Transformation	Design and Change 2023		Revenue	12	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Corporate Resources	Land and Property	Stationery 2023	Supply of stationery to various Surrey County Council facilities. Online catalogue.	Revenue	36	30/08/2023	Renewal of Existing	Accessing Framework Agreement	01/09/2024	No

ADULT SOCIAL CARE

Directorate	Service	Contract Name (over Regulatory Threshold, £213,477 inclusive of VAT)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Contract Length in months (including extensions)	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Adult Social Care	Adult Social Care	Direct Payments Service	Direct Payments services to Direct Payment clients - peer support and Personal Assistant, recruitment support service.	Revenue	48	30/09/2023	Renewal of Existing	Light Touch Regime	01/10/2023	No
Adult Social Care	Adult Social Care	Temporary Agency Staff for Surrey care homes	Call-off of framework for the provision of Temporary Care Agency Staff	Revenue	TBC	30/04/2023	Renewal of Existing	Accessing Framework Agreement	01/05/2023	No
Adult Social Care	Adult Social Care	Extra Care - Care & Support Services	Care and support services at extra care settings	Revenue	TBC	N/A	New Procurement Requirement	Light Touch Regime	TBC	No

CHILDREN, FAMILIES AND LIFELONG LEARNING

Directorate	Service	Contract Name (over Regulatory Threshold, £213,477 inclusive of VAT)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Contract Length in months (including extensions)	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Children Families & Lifelong Learning	Adolescent Services	Employment for young ex-offenders in watercourse and horticultural services (The Skill Mill Partnership)	Employment for ex-offenders only, actively reducing reoffending whilst increasing engagement, participation, employability and educational levels of the young people to increase their life chances.	Revenue	60	06/08/2025	Replacement with New Service	TBC	07/08/2025	No
Children Families & Lifelong Learning	Corporate Parenting	SCC Children's Residential Services Framework	Provision of residential care services for children and young people in Surrey.	Revenue	72	31/08/2024	Replacement with New Service	Accessing Framework Agreement	01/09/24	No
Children Families & Lifelong Learning	Corporate Parenting	Independent Assessments	Provision of Independent Expert Assessments within Childrens Social Care to support care planning decisions. Specialist Assessments are completed by Independent Social Workers, Psychologists, Psychiatrists, and a range of other experts.	Revenue	60	31/07/2024	Replacement with New Service	Dynamic Purchasing System	01/08/24	No
Children Families & Lifelong Learning	Corporate Parenting	Forensic Testing Services Framework	Provision of Forensic Testing services as required by the courts. Examples such as substance misuses and paternity testing.	Revenue	60	31/07/2024	Replacement with New Service	Creation of Framework Agreement	01/08/24	No
Children Families & Lifelong Learning	Corporate Parenting	Attendance and Monitoring of Looked After Children Service	Services to monitor the attendance of pupils within Surrey County Council's Virtual School for Children in Care at their respective educational provisions.	Revenue	48	30/06/2023	Replacement with New Service	Other		No
Children Families & Lifelong Learning	Corporate Parenting	Nurse Plus and Carrer Plus (UK) Ltd	Ruth House works with children with learning/physical Disability and or Autism aged 11 to 18 it consists of 4 separate flats within one building and has capacity to work with 11 children across the flats. There is a registered manager across Ruth House and the home is inspected by Ofsted.	Revenue	19	01/11/2023	Replacement with New Service	Other	02/11/23	No
Children Families & Lifelong Learning	Corporate Parenting	The House Project	Young people preparing to leave care in Surrey will get the opportunity to learn new skills and move into their own home through a ground-breaking programme that supports them to live independently.	Revenue	60	N/A	New Procurement Requirement	Light Touch Regime	TBC	No
Children Families & Lifelong Learning	Family Resilience	Parenting Outreach Services	The service supports families with children up to the age of 11 – either with 1-1 support, group work or running courses, depending on their needs. Whilst it was identified that this service would support families that require Early Help (Level 2) based on the Surrey Effective Support Windscreen, partners have been supporting families across the whole continuum, including those on child protection (CP) and child in need (CIN). The service is commissioned to provide parenting support to work specifically with families considered: Vulnerable (Experiencing Domestic Abuse (DA), addiction, mental health etc.); Families that have a child in the 1st 1000 days ; Families that have children with additional needs	Revenue	60	30/6/2023	New Procurement Requirement	Light Touch Regime	01/07/23	No
Children Families & Lifelong Learning	SEND, Edu	Provision of Client Assisted Passenger Service and provision of transport such as Taxis/buses etc.	A Platform or Framework for Commissioning Surrey Transport Assistance Service for the future commissioning of SEND and Mainstream home to school; inclusive of SEND, Mainstream, Adults and ad-hoc Children transport service. The cost includes the platform and the provision of transport services.	Revenue	72	16/04/2024	Replacement with New Service	TBC	17/04/2025	Yes
Children Families & Lifelong Learning	SEND, Edu	Independent Alternative Provision (AP) Framework	Alternative Provision is education arranged by local authorities for pupils who, because of exclusion, illness or other reasons, would not otherwise receive suitable education. Services are broad ranging and as an example cover such services as Personal Tutors, Physiotherapists, Speech and Language Therapists, outdoor learning centres, Animal-assisted therapeutic centres.	Revenue	72	N/A	New Procurement Requirement	Dynamic Purchasing System	TBC	No
Children Families & Lifelong Learning	SEND, Edu	Provision of high support Post 16 programme to access local employment opportunities	Programme to prepare young people with additional needs that may require more intensive support to prepare for adulthood and for them to be ready for the workplace.	Revenue	48	31/03/2025	Replacement with New Service	TBC	TBC	No
Children Families & Lifelong Learning	SEND, Edu	SCC Independent Travel Training	Independent Travel Training provides young people with a tailored training course with practical help offered by a trainer in travelling by public transport, on foot or by bicycle. It also offers a buddy service or peer travel companion.	Revenue	36	31/08/2023	Replacement with new service	TBC	01/09/23	No
Children Families & Lifelong Learning	SEND, Edu	Provision of Supported Internships	Supported internships support young people with EHCP plans to gain paid employment by: supporting them to develop the skills valued by employers enabling them to demonstrate their value in the workplace developing confidence in their own abilities to perform successfully at work.	Revenue	48	31/03/2025	Replacement with New Service	TBC	TBC	No
Children Families & Lifelong Learning	SEND, Edu	Support for Young People affected by anxiety and Trauma to access employment or education opportunities	Support for Young People affected by anxiety and Trauma to access employment or education opportunities	Revenue	48	N/A	Replacement with New Service	TBC	TBC	No
Children Families & Lifelong Learning	SEND, Edu	Mediation and Disagreement resolution services framework	A service that provides an efficient and confidential mediation and disagreement resolution services for a broad range of personal or professional disputes.	Revenue	48	31/03/2025	Replacement with New Service	TBC	04/01/2025	No
Children Families & Lifelong Learning	SEND, Edu	Post 16 support scheme for Autistic Spectrum Condition	A bespoke scheme/s to enable young people with autism access to local employment/educational opportunities.	Revenue	48	N/A	Replacement with New Service	TBC	TBC	No

ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE

Directorate	Service	Contract Name (over Regulatory Threshold, £213,477 inclusive of VAT)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Contract Length in months (including extensions)	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Environment Transport and Infrastructure	Environment	Rent a roof solar scheme	Procuring a turnkey provider to install solar on Surrey schools, commercial & industrial buildings, farm buildings through a rent a roof scheme	Capital	120	N/A	New Procurement Requirement	Tender	See additional information.	No
Environment Transport and Infrastructure	Environment	Delivery of multiple decarbonisation measures	Potential to install decarb measures in 30 buildings subject receipt of PSD53 grant funding	Grant Funded	24	N/A	New Procurement Requirement	Tender	See additional information.	No
Environment Transport and Infrastructure	Environment	Decarbonisation of SCC Corporate Estate	Including decarbonisation measures in L&P Transformation schemes including Libraries and Fire Stations	Capital	24	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Environment	Solar rooftop scheme	Procuring a turnkey provider to install solar on SCC corporate estate rooftops	Capital	48	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Environment	Countywide PFR Framework	Framework to be established for SCC to provide PFR (Property Flood Resilience) measures in locations across the county, without requiring the use of the Environment Agency framework	Capital	84	N/A	New Procurement Requirement	Creation of Framework Agreement	01/12/2023	No
Environment Transport and Infrastructure	Environment	Worcester Park FAS	Procurement of Flood Resilience measures. Any PFR measures would utilise the Environment Agency framework or the SCC PFR framework (below)	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	01/06/2024	No
Environment Transport and Infrastructure	Environment	Appointment of Specialist Contractors for Ash Dieback Tree Felling	Multi lot procurement for appointment of several specialist contractors to provide mechanised tree felling services in areas affected by Ash Dieback in order to ensure the Surrey estate is safe for residents.	Revenue	60	30/09/2023	Renewal of Existing	Tender	01/10/2023	No
Environment Transport and Infrastructure	Environment	Reigate FAS	Procurement of Flood Resilience measures. Any PFR measures would utilise the Environment Agency framework or the SCC PFR framework (above)	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	01/06/2024	No
Environment Transport and Infrastructure	Environment	Woking Raingarden Programme	Construction of flood attenuating raingardens in Woking town centre catchment	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	01/09/2023	No
Environment Transport and Infrastructure	Environment	Investment Grade Proposals (RIBA 3)	IGPs for 30 buildings identified as most suitable for decarbonisation measures	Revenue	24	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Environment	Leachate Removal Contract	Contract for the Supply of Leachate Waste Removal Services. Removal by tanker and disposal of leachate from SCC managed closed landfill sites	Revenue	60	02/08/2024	Renewal of Existing	Tender	03/08/2024	No
Environment Transport and Infrastructure	Environment	Basingstoke Canal - Deepcut-Brookwood improvements	Cycling improvements	Grant Funded	TBC	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Environment Transport and Infrastructure	Environment	SME decarbonisation loan	Delivery of a decarbonisation loan for SME businesses in the county	Grant Funded	36	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Environment	South Merstham Malmstone Avenue FAS	Construction of improved drainage and flood attenuating raingarden at North end of Malmstone Avenue, South Merstham. Possible procurement need for specialised working near railway, TBC	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	01/09/2023	No
Environment Transport and Infrastructure	Environment	Design and planning prep for solar farms	Consultancy services to prepare design, survey work, planning advice and development of business case for 3 potential ground mounted solar farms	Revenue	12	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Environment	Local Nature Recover Strategy (LNRS)	Consultancy services to prepare for the County LNRS (which is a new statutory responsibility from the Environment Act)	Revenue	24	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Highways & Transport	Local Bus Retendering	35 bus contracts to be retendered/extended plus 52 direct award agreements	Revenue	96	31/08/2023	Renewal of Existing	Dynamic Purchasing System	01/09/2023	No
Environment Transport and Infrastructure	Highways & Transport	Countryside works Framework	Framework to be established to allow for the provision of environmental maintenance to be undertaken in Surrey County Council	Revenue	48	31/03/2024	Renewal of Existing	Creation of Framework Agreement	01/04/2024	No
Environment Transport and Infrastructure	Highways & Transport	Grass Cutting contracts for SCC	Contracts being bought back to be managed by SCC from the D&Bs to carry out the rural and urban cuts for the county as well as the weed control for the County	Revenue	48	31/03/2024	Renewal of Existing	Creation of Framework Agreement	01/04/2024	No
Environment Transport and Infrastructure	Highways & Transport	Active Travel - schemes construction - through framework contract	Various pedestrian and cycle highway improvement to support active travel	Grant Funded	Scheme specific	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Environment Transport and Infrastructure	Highways & Transport	Bus Shelter advertising concessions contract	Bus shelter contract(s) which may include an advertising concession as per current arrangements held by d/b's	Revenue	60	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Highways & Transport	Greener futures bus priority programme	A23 Redhill - Horley bus priority schemes	Capital	12	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Highways & Transport	Liveable Neighbourhoods Programme	A range of highway, traffic and public realm improvements	Capital	36	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Highways & Transport	The provision of Safety Cameras in collaboration with Surrey Police	Contracts for the provision of Safety Cameras in accident hotspots in collaboration with Surrey Police.	Revenue	12	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Highways & Transport	Winter Weather Forecasting Stations	Contract for the provision and maintenance of winter weather forecasting stations.	Revenue	120	30/06/2023	Renewal of Existing	Tender	01/07/2023	No
Environment Transport and Infrastructure	Highways & Transport	Pay by phone for on-street parking	Pay by phone contract for on-street parking charges	Revenue	84	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Highways & Transport / IT&D	Provision of Secure Machine to Machine (M2M) Mobile Communications Connectivity	The Provision of Secure M2M connectivity for traffic signals and signs, cameras, vehicles etc and anywhere there is a need to communicate with or receive data from a device. This contract will also include provision of M2M for Surrey Fire & Rescue Service and Surrey and Sussex Police stakeholders.	Revenue	96	30/10/2023	Renewal of Existing	Tender	31/10/2023	No
Environment Transport and Infrastructure	Infrastructure	River Thames Scheme supporting contracts	contracts to enable the delivery of the River Thames Scheme flood alleviation. Range of services consisting of technical consultancies	Capital	TBC	N/A	New Procurement Requirement	Accessing Framework Agreement	See additional information.	No
Environment Transport and Infrastructure	Infrastructure	Farnham Town Centre Improvements (Farnham Infrastructure Programme 2)	A range of highway and public realm improvements	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	See additional information.	No
Environment Transport and Infrastructure	Infrastructure	Woodhatch crossroads	Junction improvement with associated public realm	Grant Funded	36	N/A	New Procurement Requirement	Accessing Framework Agreement	See additional information.	No
Environment Transport and Infrastructure	Infrastructure	Surrey Infrastructure Plan Pipeline projects	Town centre/ highways and public realm improvements or junction improvements projects to be identified during this financial year.	Capital	12	N/A	New Procurement Requirement	Accessing Framework Agreement	See additional information.	No
Environment Transport and Infrastructure	Infrastructure	Weybridge Town Centre	Highway, junction and public realm improvements	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	See additional information.	No
Environment Transport and Infrastructure	Infrastructure	Three Arch Junction	Junction improvement	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Environment Transport and Infrastructure	Infrastructure	A245 Corridor Improvements (inc Smarter Highways)	Cycling and intelligent transport improvements	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	See additional information.	No
Environment Transport and Infrastructure	Infrastructure	Electric Bike concession	E-bike hire scheme pilot in the Guildford area	Capital	TBC	N/A	New Procurement Requirement	Tender	TBC	No
Environment Transport and Infrastructure	Environment	Household decarbonisation programme	Subject to receipt of funding the Council may lead on programmes to decarbonise housing in the county, including social housing and RSL housing stock. This can include for low income and able to pay households. Measures could include fabric insulation, low carbon heating and energy efficiency measures and renewable energy.	Grant Funded	TBC	N/A	New Procurement Requirement	Tender	See additional information.	No
Environment Transport and Infrastructure	Environment	Social Housing Fund	Funding to retrofit social housing in Surrey	Grant Funded	TBC	N/A	New Procurement Requirement	Tender	See additional information.	No

SURREY FIRE AND RESCUE

Directorate	Service	Contract Name (over Regulatory Threshold, £23,477 inclusive of VAT)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Contract Length in months (including extensions)	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Surrey Fire and Rescue	Surrey Fire & Rescue Service	The Supply of Fire Appliance Vehicles	The Council's critical operational fire fighting vehicles have a defined life and require periodic replacement to ensure the vehicles are fit for purpose. The aim of this project is to replace an ageing fleet of appliances including vehicles which have reached or have exceeded their operational life.	Capital	120	31/05/2024	Renewal of Existing	Competitive Dialogue	01/06/2024	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	Provision of Replacement Flexi Officer Cars	This will be a new contract to replace operational officer response cars and including livery, emergency and communications systems	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	01/12/2023	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	Provision of planned replacement of Road Traffic Collision Equipment (RTC)	Planned replacement of RTC Equipment in line with the replacement of operational appliances	Capital	120	31/05/2024	New Procurement Requirement	Accessing Framework Agreement	01/06/2024	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	Provision of Specialist Mechanical and Electrical Works for SFRS Equipment and Assets	Contract for the provision of specialist mechanical and electrical works in relation to infrastructure for SFRS equipment and assets that can't be provided by existing SCC contracts.	Revenue	60	31/12/2023	Renewal of Existing	Tender	01/01/2024	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	Provision of Liquid Fuel to Surrey Fire & Rescue Service Depots	This contract is for the supply of bulk fuel (diesel / petrol) for vehicle use on the highway, e.g., Fire Appliances. Fuel will be delivered to each fire station site that has a bulk fuel storage tank.	Revenue	24	31/03/2024	Renewal of Existing	Accessing Framework Agreement	01/04/2024	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	The Provision of Business Continuity for Firefighters and Joint Fire Control (JFC) Staff	Surrey Fire and Rescue Authority has a statutory obligation to provide contingency cover for Surrey Fire and Rescue Service in accordance with the Fire and Rescue Services Act 2004. This contract will cover the appointment of a contractor to be called upon to deliver cover for Firefighters and JFC staff in the event of industrial action.	Revenue	60	31/10/2023	Renewal of Existing	Tender	01/11/2023	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	The Provision of Wildfire Personal Protective Equipment (PPE)	There is proven requirement for specific Wildfire/Wildland specific firefighting PPE. The need to procure fit for purpose clothing to protect operational staff and specialists that is climatically suitable has become a priority. An ensemble of operational clothing is required, and potentially on a fully managed contract	Capital	60		New Procurement Requirement	Tender	01/07/2024	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	The Provision of Coach Transport for Safe Drive Stay Alive Events	Surrey Fire and Rescue Service deliver a Safe Drive Stay Alive production every year over a two week period at Dorking Halls. All schools in Surrey are invited to take part and in previous years we have had 10k+ students attending. As part of this production SFRS supplies coaches to transport the students from school to Dorking Halls and back. This is financed through grant funding from various stakeholders and partner organisations.	Grant Funded	36	30/11/2023	Renewal of Existing	Tender	01/12/2023	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	Provision of Light Portable Pumps (LPPs)	Contract for the planned replacement of Light Portable Pumps	Capital	36	N/A	New Procurement Requirement	Accessing Framework Agreement	01/11/2023	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	Replacement of Defibrillators	Planned end of life replacement of service defibrillators.	Capital	24	N/A	New Procurement Requirement	Accessing Framework Agreement	01/11/2023	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service / IT&D	Provision of Control Room Changes	Secure access to Secondary control as required by Airwave, changes to secondary control lighting, addition of recall lights in Joint Fire Control new rooms, 2nd Ops room fit out, acoustic tiles to main control room	Capital	60	N/A	New Procurement Requirement	Tender	01/10/2023	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service	Experian Data Set	Experian is a data set that SFRS uses which provides a multi-layer data for the communities in Surrey. It includes a portfolio of address, consumer, business, public sector, geographic, and demographic data for enrichment and suppression purposes. This enables SFRS to perform better customer analysis, effectively profile and segment your customers and gain greater insight for enhanced decision making.	Revenue	24	31/08/2023	Renewal of Existing	Reg 32 negotiated without prior publication	01/09/2023	No
Surrey Fire and Rescue	Surrey Fire & Rescue Service / IT&D	The Provision of Airbus SC Discovery Over The Border (OTB) Risk sharing software	SC Discovery is an Airbus software service that enables OTB Risk sharing automatically, the software will also display OTB vehicle locations in 2023	Revenue	48	30/11/2023	Renewal of Existing	Accessing Framework Agreement	01/12/2023	No

CUSTOMERS AND COMMUNITIES

Directorate	Service	Contract Name (over Regulatory Threshold, £213,477 inclusive of VAT)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Contract Length in months (including extensions)	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Customer and Communities	Community Partnership & Engagement	Grant Management System	A new system to manage the grant making process for YFS - currently in discussion with IT&D around this work	Revenue	48	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Customer and Communities	Community Partnership & Engagement	Digital Engagement Tool	Replacement for the Commonplace Digital Engagement contract. A tool to better engage with residents to support the work of CLO and the team.	Revenue	48	16/06/2023	Renewal of Existing	Accessing Framework Agreement	17/06/2023	No
Customer and Communities	Community Partnership & Engagement	Resident Engagement tool	Resident Engagement Platform which could possibly be incorporated into the replacement for the Commonplace	Revenue	48	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Customer and Communities	Community Partnership & Engagement	Stakeholder/Asset Mapping Tool	Strategy for Data mapping for key neighbourhoods providing datalayers for analysis.	Revenue	48	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No

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SURREY COUNTY COUNCIL

CABINET

DATE: 20 DECEMBER 2022

REPORT OF: DAVID LEWIS, CABINET MEMBER FOR FINANCE AND RESOURCES

LEAD OFFICER: LEIGH WHITEHOUSE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR FOR RESOURCES (S151 OFFICER)

SUBJECT: 2022/23 MONTH 7 (OCTOBER) FINANCIAL REPORT

ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ TACKLING HEALTH INEQUALITY/ENABLING A GREENER FUTURE/EMPOWERING COMMUNITIES



Purpose of the Report:

This report provides details of the County Council's 2022/23 financial position as at 31st October 2022 (M7) for revenue and capital budgets, and the expected outlook for the remainder of the financial year.

Key Messages:**Revenue**

- **At M7, the Council is forecasting a full year deficit of £24.7m**, against the approved revenue budget. The details are shown in Annex 1 and summarised in Table 1.
- The current level of projected overspend remains significant. It is imperative that this reduces before we reach the end of the year, otherwise there would be a material negative impact on the level of the council's reserves at a time when the level of external financial risk is extremely high.
- Concerted action therefore needs to be taken to reduce the forecast position. The Council remains committed to budget accountability and the budget envelope approach and therefore Directorates which are currently forecasting an overspend position have committed to delivering budget recovery plans, which require the identification of targeted additional in-year efficiencies to mitigate the forecast overspend.
- At the end of October, £8.5m of mitigations have been identified through budget recovery plans, these are included in the net forecast overspend (reducing what would otherwise be a forecast overspend of £33.2m). Progress on the identification and delivery of these additional measures will be reported to Cabinet on an ongoing basis, as part of the monthly financial reporting.
- It is recognised that the economic climate and rising inflation provides significant challenge to the delivery of our services within available budgets and the impacts of these are being monitored closely. The in-year forecast position is the result of a number of combined pressures being experienced and a deterioration of the financial context since the budget was set in February 2022. Contingencies are contained within the budget to provide comfort that the budget remains balanced should inflationary pressures not be containable within available Directorate budgets during the year. However, it is not appropriate to utilise contingencies to off-set ongoing service pressures, and therefore Directorates are asked to mitigate pressures, including inflationary ones, wherever possible to reduce the ongoing financial impact.

Capital

- The M7 position shows a forecast spend of £221.8m against a budget of £215.8m, a **variance of £6.0m**. This is the net effect of overspend and acceleration in some areas, offset by slippage and underspends in other schemes, as detailed below. At Month 9 (January 2023) the capital budget will be reset to adjust for in-year movements, at this point forecast overspend mitigations will also be reflected.

Recommendations:

It is recommended that Cabinet:

1. Notes the Council's forecast revenue and capital budget positions for the year and the commitment to develop Directorate budget recovery plans.
2. Approves the introduction of a new fee to charge Adult Social Care providers for work that the Council needs to undertake to enable the payment of VAT for care services under a Self-Billing arrangement, compliant with HMRC regulations
3. Authorises Legal Services to execute and seal any future Deeds of Novation or any other legal documentation, as appropriate, in respect of Adult Social Care Providers. (Para 15 - 18)
4. Delegates authority to the Director of Education and Lifelong Learning in consultation with the Executive Director of Children, Families and Lifelong Learning, the Executive Director of Resources and the Cabinet Member for Education and Learning to determine the mechanism for funding schools and the use of the proposed contingency from the DfE Homes for Ukraine Education and Childcare grant (Para 19 – 22).
5. Approve the use of earmarked reserves of £1.1m and an increase in the capital budget of £7m, representing the additional costs associated with the moving of the go live date for the Council's new finance, HR, payroll and procurement systems (para 23-25).

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.

Revenue Budget:

1. **At M7, the Council is forecasting a full year £24.7m overspend against budget.** This comprises a £33.2m forecast overspend, offset by £8.5m from budget recovery plans (BRP), and represents a deterioration of £0.3m since last month Table 1 below shows the forecast revenue budget outturn for the year by Directorate.
2. Through the budget envelope approach, Directorates are required to deliver services within their approved budget. Therefore, Directorates are tasked with mitigating activities to offset identified pressures, mitigate risks and maximise the opportunities available to contain costs.
3. In each of the last four financial years, this approach has been sufficient to deliver a year end position within budget. However, the unusual intensity of the pressures that the council is facing this year, means that additional measures have been required in order to protect the council's financial position. Therefore, Directorates currently forecasting an overspend will deliver a budget recovery plan, which requires the identification of targeted additional in-year activities to mitigate the forecast overspend.

4. Through budget recovery plans, Directorates have to date identified £8.5m of additional activities in order to mitigate some of the remaining forecast overspend. Work continues to identify further measures and progress on the identification and delivery of these additional measures will be reported to Cabinet on an ongoing basis, as part of the monthly financial reporting.

Table 1 - Summary revenue budget forecast variances as at 31st October 2022

Directorate	M7 Budget 22/23 Outturn				
	M7 Adj BAU	Recovery	Forecast	Annual	Forecast
	Forecast	Plans	at M7	Budget	Variance
	£m	£m	£m	£m	£m
Adult Social Care	414.1	(6.4)	407.8	402.8	5.0
Public Service Reform & Public Health	35.4	0.0	35.4	35.4	0.0
Children, Families and Lifelong Learning	240.8	0.0	240.8	222.2	18.6
Comms, Public Affairs & Engagement	2.1	0.0	2.1	2.2	(0.0)
Surrey Fire and Rescue	36.0	(0.3)	35.7	33.1	2.6
Customer & Communities	17.4	(0.1)	17.4	17.3	0.0
Environment, Transport & Infrastructure	136.5		136.5	136.5	0.0
Prosperity Partnerships & Growth	1.5	0.0	1.5	1.6	(0.1)
Resources	78.5	(0.9)	77.5	77.0	0.5
Central Income & Expenditure	83.8		83.8	84.7	(0.9)
Total before DSG High Needs Block Offset	1,046.1	(7.7)	1,038.4	1,012.9	25.5
DSG High Needs Block Offset	27.2	(0.8)	26.4	27.2	(0.8)
Total Budget Envelopes	1,073.3	(8.5)	1,064.8	1,040.1	24.7
Central Funding	(1,040.1)		(1,040.1)	(1,040.1)	0.0
Overall after central funding	33.2	(8.5)	24.7	0.0	24.7

Note: Numbers have been rounded which might cause a difference.

5. The forecast net Directorate overspend of £24.7m relates primarily to:

Children, Families and Lifelong Learning (CFL) - £18.6m overspend, due to:

- £13m projected overspend on Home to School Transport (H2ST), this is a reduction of £2m from month 6. Demand pressures from the continuing increase in Education and Health Care Plans are compounded by high fuel costs and other inflationary pressures increasing costs further, coupled with the ability of providers to “hand back” routes leading to higher costs in the retender process. The projection includes a forecast 9% increase in pupils with Additional Needs and Disabilities from September 2022, but confirmation of these figures requires all current applications to be processed. There are still applications for the new academic year being processed, current demand increases are below the 9% forecast, but the usual trend is for numbers to increase from September up to Christmas as these applications are processed. Continued volatility in fuel prices remains a significant risk. The projection is net of changes from the implementation of the Council’s new transport policy. A H2ST Task & Finish Group has been set up which will drive weekly progress, ensure clear action plans and be accountable in this area. There is also a focus on alternative delivery models, in collaboration with key stakeholders. We are taking a proactive approach to learning from other counties to support assumptions and inform strategies.
- £4.1m overspend on External Children Looked After (CLA) placements – due to numbers of CLA and the full year effect of some high-cost placements which came in late March. Reductions in residential placements through the big fostering partnership are yet to be delivered.
- £2.5m overspend on Children with Disabilities (CWD) Care - this is a residual pressure from 2021/22 due to high levels of demand for direct payments and personal support.

- £2.5m overspend on Quadrant area teams, CWD and Fostering staffing – this relates to the double funding of the assessed and supported year in employment (ASYE) social work cohort through the use of agency staff for three months while ASYE's gradually build up their caseload; and there are also additional staffing costs in fostering due to the level of agency staff. An efficiency around standardising leave between agency and permanent workers has also not been delivered due to workload requirements.
- £1.1m forecast overspend on Care Leavers due to the level of demand and increases in average costs.
- Partly offset by £4.6m Covid-19 funding. An assessment of extra costs applicable to the pandemic resulted in an increased drawdown of Covid-19 funding. This is predominantly within staffing, social care placements and income levels in services which have not recovered post lockdowns.

Adult Social Care – £5.0m net overspend (£11.4m forecast overspend offset by £6.4m Budget recovery plan): £15.2m pressure on the care package budget due to forecast non-achievement of efficiencies relating to market pressures and capacity challenges (for which the service is working on mitigations), increased costs of care, in part due to higher acuity of care needs, growing post pandemic demand and rising assessed fees & charges debt resulting in an increased provision for bad debt and debt write offs. This is partially offset by £3.2m staffing underspends, £0.6m of small underspends for wider support services and the service's £6.4m budget recovery plan including draw down of reserves earmarked for ASC, use of Contain Management Outbreak Fund monies to contribute to funding Covid related pressures and old year accruals than can be released.

Surrey Fire and Rescue - £2.6m net overspend (£2.9m forecast overspend offset by £0.3m Budget recovery plan): primarily due to additional recruitment and training in response to recruitment by the London Fire Brigade, anticipated retirements and existing vacancies, together with increased costs of communication systems, staffing pressures through increased use of on-call staffing, backdated holiday pay on overtime, ill health retirements, and increased costs of fuel and vehicle repairs. Some offsetting underspends are already included in the forecast and £0.3m budget recovery plans (use of grants to cover existing staffing costs, reduced overtime through new ways of working and capitalisation of staff and other appropriate costs. Officers continue to review these pressures and wider spend to identify any further mitigations.

Resources – £0.9m overspend (£1.4m forecast overspend offset by £0.5m Budget recovery plan): due mainly to price inflation on utilities and food, resulting in forecast pressures in Land & Property and Twelve15. In addition, there is continued increased demand for legal services. Furthermore, delays to the planned agile moves mean that some of the Land & Property efficiencies are unlikely to be delivered. Offset by £0.5m budget recovery plans containing a range of measures including a review of reserves, reduced staffing costs including delaying non statutory recruitment and continual appraisal of premises costs to mitigate the challenging inflation pressures.

Offset by:

Central Income and Expenditure - £0.9m underspend: Mainly due to £0.3m increased interest receivable due to improved cash balances and yield and £0.7m underspend for redundancies, reflecting fewer service restructures.

DSG High Needs block - £0.8m budget recovery plan: £0.8m has been included based on a reduction in the DSG High Needs Block offsetting reserve contribution needed (this is a partial release of reserve).

6. In addition to the forecast overspend position, we monitor emerging risks and opportunities throughout the year. These are activities that could impact on, but are not currently included in, the forecast outturn position. Wherever possible the potential financial value of risks and opportunities are estimated and scored for the likelihood of the risk or opportunity occurring, to calculate the weighted risk / opportunity. At the end of October there were £26.2m of weighted risks and £4.4m of weighted opportunities, resulting in net weighted risks of £21.8m, not currently included in the latest forecast outturn position.
7. As such, as well as taking action to reduce the current forecast overspend, Directorates are taking action to mitigate these risks to avoid increased budget pressures.

Dedicated Schools Grant (DSG) update

8. The table below shows the projected forecast year end outturn for the High Needs Block. The forecast at month 7 is in-line with budget.

Table 2 - DSG HNB Summary

2022/23 DSG HNB Summary	
	£'m
DSG High Needs Block Grant (exc Academies)	202.2
Forecast outturn	235.2
<i>Deficit/(surplus)</i>	33.0
Safety valve overspend assumed	33.0
<i>Deficit/(surplus)</i>	0.0
Contribution required to reserve as per Safety Valve agreement	25.6
Reserve contribution budget	27.2
<i>Deficit/(surplus) – of which £0.8m is included in the forecast</i>	<i>(1.6)</i>

9. Within the forecast, there are £4m of stretch efficiencies RAG rated as red (plans to be developed). This is a reduction of £2.4m from the level at the start of the year (£6.4m) and work continues to identify and deliver further efficiencies.
10. The second quarter monitoring report was approved last month by DfE for the safety valve agreement. This identified that the Council remains on track with its agreed trajectory, although it also noted the increasing pressures caused by rising inflation, in particular to the long-term funding of the planned Capital programme. The quarter three report will be drafted which will be the final one required for submission this financial year.

11. Whilst the Council remains on track to achieve its safety valve trajectory, rather than releasing the full £1.6m contingency into the forecast, a phased approach is being used with 50% (£0.8m) released to date. If the trajectory remains on track the full amount can be released later in the year.

Capital Budget

12. The 2022/23 Capital Budget was approved by Council on 8th February 2022 at £210.9m, with a further £71.0m available to draw down from the pipeline and £18m budgeted for Your Fund Surrey expenditure. After adjustments for 2021/22 carry forwards and acceleration, the revised budget is £215.8m.
13. The Council is currently forecasting £221.8m of capital expenditure against this budget, an over-achievement of £6.0m. The budget will be reset as at M9 (January 2023) to reflect in year movements.

Table 3 below provides a summary of the forecast full-year outturn at M7.

Strategic Capital Groups	Annual Budget	Outturn Forecast at M7	M7 Forecast Variance
	£m	£m	£m
Property			
Property Schemes	77.9	77.3	(0.6)
ASC Schemes	1.7	1.7	0.0
CFLC Schemes	1.3	1.3	(0.0)
Property Total	80.9	80.3	(0.6)
Infrastructure			
Highways and Transport	87.6	95.4	7.8
Infrastructure and Major Projects	22.4	16.8	(5.6)
Environment	8.8	14.3	5.5
Surrey Fire and Rescue	6.4	3.0	(3.4)
Infrastructure Total	125.2	129.5	4.3
IT			
IT Service Schemes	9.7	12.0	2.3
IT Total	9.7	12.0	2.3
Total	215.8	221.8	6.0

14. The forecast variances relate to:

Highways and Transport schemes – programme acceleration against budget of £7.8m. Highway maintenance and local highway schemes totalling £15.3m have been accelerated from future years, as part of £50m planned acceleration across 2022-24. £4.5m of pipeline schemes are also expected to be delivered this year. These are offset by net slippage of £12.0m, including £2.5m for the Mole bridge strengthening scheme which is expected to span two financial years; £5.5m caused by delayed purchase of low emission buses while legal agreements with bus operators are finalised; and £2.2m reprofiling for the purchase of low emission community transport vehicles to allow a smaller number of vehicles to be tested operationally before further investment.

Infrastructure and Major Projects – projected underachievement to budget of £5.6m due to £4.8m slippage in the grant funded Housing Infrastructure Fund scheme, with early infrastructure works and land purchase now anticipated in 2023/24, and £0.9m slippage on Farnham town centre improvements due to a delay finalising the scope and design.

Environment schemes – projected overachievement to budget of £5.5m following the addition of Sustainable Warmth grant schemes (£7.1m), which is offset by a delay to the Greener Homes 2 grant funded scheme mainly caused by the need to secure a managing agent to deliver project.

Surrey Fire & Rescue Service – projected underachievement to budget of £3.4m due to slippage in the Fire Service vehicle replacement programme caused by delays in anticipated delivery dates of fire vehicles, recognising supply chain issues.

Property Schemes – programme underachievement against budget of £0.6m, due to £10.9m forecast slippage in the Schools Basic Need programme as a result of a number for projects either not coming forward, coming forward later than previously forecast or construction start on site being delayed due to planning; £2m hold on the Caterham Hill Library project due to local strategy issues; £1.3m slippage in Winter Maintenance Depot due to delays in construction spend on salt barns until after the winter gritting season; £1.m slippage in Surrey Outdoor Learning & Development (SOLD) -Thames Young Mariners due to a requirement to reduce costs and associated scope; and £0.7m less spend due to delayed agile office moves. These variances were offset by forecast inflationary pressures of £9m, primarily on capital maintenance and schools budgets; £3.7m of accelerated spend on Extra Care Housing schemes and £2.9m for Independent Living, and £1.1m of newly forecast spend on the Sunbury Hub scheme which has now been confirmed to proceed in early 2023.

IT schemes – programme acceleration against budget of £2.3m due to accelerated spend on the Unicorn WAN Wi-Fi scheme, the budget for which will be added when budgets are reset later this financial year.

Paying VAT on the delivery of Adult Social Care services

15. The provision of Adult Social Care (ASC) services by a charity, public body or a state regulated private welfare institution (independent ASC provider) are exempt from VAT. This means that ASC providers are unable to directly register for VAT, meaning they cannot reclaim the VAT they are charged on their expenses or charge VAT on the care services they deliver.
16. Under HMRC regulations though, it is permissible for ASC providers to create a “Vatable Trading Subsidiary” which is part of their wider trading group but separate from the organisation delivering care. The trading subsidiary can register for VAT, meaning that VAT can be charged on services delivered to offset against VAT paid on costs they incur.
17. A growing number of ASC providers operating in Surrey have chosen to follow this approach in terms of creating vatable trading subsidiaries in line with a growing national trend. Once they have created the subsidiaries they then approach the Council to request that contracts for the payment of care services are novated to the subsidiaries so that the Council can start paying VAT on top of the care services it purchases from the provider in question. The Council has put in place a robust process to ensure that the legal responsibility for the delivery of care still rests with the ASC provider and also to ensure that all relevant HMRC regulations are adhered to.

The novation of contracts to vatable trading subsidiaries benefits ASC providers by enabling them to reclaim some of the VAT they incur on their purchases against the VAT they receive on the services they deliver to residents whose care is funded by the Council. It does not have any ongoing financial impact on the Council, as the Council is able to reclaim in full all VAT paid on ASC services from HMRC. However, the Council does incur administrative costs relating to the novation of contracts and system changes to enable VAT payments to legitimately commence. In light of the growing demand from ASC providers the Council now proposes to introduce new charges as set out in the table below. These would be one-off charges billed to ASC providers at the point when novation and VAT payment set up is undertaken by the Council. Charges have been calculated based on full cost recovery of the staff time across the different functions it is estimated will be required. Charges vary depending on the size of the provider and the number of individual care establishments they operate in Surrey, each of has to be changed to VAT payment terms in the Council's ASC payment system. Cabinet is asked here to endorse the charges set out in the table below.

Costs for set up			
1-5 Establishments	6-10 Establishments	+10 Establishments	+20 Establishments
£620	£870	£1,120	£1,525

Homes for Ukraine Education and Childcare Funding

18. Homes for Ukraine Education and Childcare Funding is paid by DfE at a rate per Homes for Ukraine child (only) arriving in Surrey. The DfE pays the grant at a full year rate of £6,580 per primary aged pupil and £8,755 per secondary aged pupil, and £3,000 per early years pupil pro rata as follows, pupils arriving between:

- March-May 2022 attract the full rate
- June-Aug 2022 attract $\frac{3}{4}$ of the full rate
- Sept-Nov 2022 are expected to attract half rate
- Dec 2022-Feb 2023 are expected to attract $\frac{1}{4}$ rate.

19. Grant received to date for the period covering March 22 – August 22 arrivals is £6m. As it stands pupils arriving in March 2023 would not attract funding and DfE advises that there are currently no plans to provide funding after April 2023, whether for new arrivals or previous arrivals. However, those included in the October 2022 census (i.e. children on roll in a school at that point) will generate formula funding in the usual way in 2023/24. Local authorities can carry forward unspent grant into 2023/24.

20. Grant conditions allow the Council to top-slice a proportion of funding to support central costs and we are proposing to top-slice 20% for high need SEND costs (which we expect to emerge over time as schools identify needs). A 20% top-slice does not mean that schools receive 80% of the per pupil funding rate because the period for which individual pupils are funded by Surrey (if a termly based formula is used) is likely to differ from the period for which DfE funds Surrey (a quarterly based formula) for those pupils.

Homes for Ukraine Education and Childcare Funding - Early years pupils

21. It is proposed that early years funding is excluded from the top-slice discussed above. Currently we anticipate that the cost of identified Homes for Ukraine children in early years settings will be met from the grant available, which may include a mixture of payments to providers and funding of central services.

Digital Business & Insights Programme (DBI) Update

22. In October 2019 Cabinet considered a report recommending the initiation of a procurement process to replace the Council's current financial, HR, Payroll and procurement systems. In July 2020, Cabinet agreed the award of a tender to Unit4 following an extensive procurement exercise. A further report to Cabinet in December 2021 revised the planned go live date for the system and increased the available budget for the programme. Following further challenges to the implementation timetable, an extensive replanning process has taken place to set a revised go live date of 6 June 2023.
23. The extended implementation timetable means that the costs of the programme have increased further. Primarily this relates to the costs of the programme team implementing the system for the Council, and in support from the implementation partner. In order to provide the required budget for completion of the programme, it is proposed to make a further call on allocated earmarked reserves of £1.1m, and to increase the capital budget requirement by £7m. This represents the additional cost of the go live date moving from April 2022 to June 2023. The additional capital investment requirement will result in additional revenue borrowing costs which are anticipated to be covered by efficiencies realised once the system is fully implemented.
24. Given the delays to the programme, the implementation team have worked closely with the Chair and Vice Chairs of the Resources and Performance Select Committee to ensure that at the appropriate time there will be a full lessons learned review of the programme. Preparatory work from Internal Audit has been undertaken in order to inform this review, and it is expected to take place predominantly following the system go live. In the meantime, issues identified in the internal audit work have informed the replanning process.

Inflation Update

25. Higher than budgeted inflation, arising from increased global and economic uncertainty, has significantly increased the risks facing the Council in terms of delivering the budget for 2022-23. We will be monitoring closely the impact of inflation indices and Council spending and take action as necessary to ensure increased costs are mitigated where possible.
26. Directorates should look to contain cost increases wherever possible to ensure services can be delivered within budget envelopes. Should mitigating actions not fully offset any experienced increase in costs then alternatives should be explored to contain spending.
27. It should also be noted that specific grants do not include any inflationary increase and therefore the associated expenditure has to be managed within the available grant, including impacts of inflation and demand changes. Holding expenditure within the available grant may prove to be more challenging and potentially require cost reduction.
28. Any use of reserves or contingency to support higher spending in 2022-23 will have a significant impact in subsequent years, due to the ongoing impact on the Medium-Term Financial Strategy (MTFS). The ongoing impact of price increases would need to be factored into the base budget on a recurring basis plus a further one-off contribution would be needed to replenish general reserves (depending on future assessment of risk). For this reason, it is essential that Directorates strive to contain price increases within budget envelopes or take mitigating actions where possible.

29. Capital spending is more exposed to the impact of rising commodity, energy, and fuel costs than the revenue budget due to the impact on materials and delivery costs. Higher than anticipated inflation on projects, over and above the contingency element of the projects' budgets, can risk the viability of schemes. Where it has been identified that cost increases are putting at risk the ability to deliver the approved project within available budget, mitigating actions should be taken to reduce costs, including value engineering of schemes, i.e., modification of designs and/or scope to bring within available funding and deferring or de-prioritising projects. This process will be managed through the Capital Programme Panel.
30. Inflationary pressures within both the revenue and capital budget will be closely monitored throughout the financial year and updates on impacts and required mitigations will be included in future budget monitoring reports to Cabinet.

Consultation:

31. Executive Directors and Cabinet Members have confirmed the forecast outturns for their revenue and capital budgets.

Risk Management and Implications:

32. 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 Corporate 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:

33. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus.

Section 151 Officer Commentary:

34. Although significant progress has been made to improve the Council's financial position, the financial environment remains challenging. The UK is experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding. In addition to these immediate challenges, the medium-term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding 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.
35. The Council has a duty to ensure its expenditure does not exceed the resources available. Contingency budgets held by the Council provide confidence that the budget remains balanced at this stage. However, it is recognised that the current economic climate and rising inflation provides a significant challenge to delivering services within available budget resources. Directorates are developing budget recovery plans, to include targeted

additional in-year efficiencies to off-set the current forecast overspend. 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:

36. 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.
37. 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:

38. 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.
39. 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.

Report Author:

Leigh Whitehouse, Deputy Chief Executive & Executive Director of Resources,
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Consulted:

Cabinet, Executive Directors, Heads of Service

Forecast revenue budget as of 31st October 2022

Service	Cabinet Member	Full Year Gross budget £m	Full year net budget £m	Full Year net forecast £m	Full year net forecast variance £m
Education and Lifelong Learning	C Curran	221.4	21.4	21.2	(0.2)
Family Resilience	S Mooney	38.1	33.3	33.1	(0.1)
Corporate Parenting	S Mooney	120.4	106.5	112.4	5.9
Quality and Performance	S Mooney	10.3	9.2	9.3	0.0
Commissioning	S Mooney	136.5	53.2	66.0	12.8
CFLC Exec Director	S Mooney	(1.5)	(1.5)	(1.3)	0.2
Children, Families and Lifelong Learning		525.2	222.2	240.8	18.6
Public Health	M Nuti	35.6	34.5	34.5	0.0
Public Service Reform	M Nuti	1.1	0.9	0.9	0.0
Public Health and PSR		36.8	35.4	35.4	0.0
Adult Social Care	M Nuti	549.6	402.8	407.8	5.0
Highways & Transport	M Furniss / K Deanus	71.9	56.8	56.4	(0.5)
Environment	M Heath/ N Bramhall	77.0	74.7	75.1	0.3
Infrastructure, Planning & Major Projects	M Furniss	5.4	3.0	2.8	(0.2)
Leadership Team	M Furniss	1.5	1.5	1.7	0.2
Emergency Management	K Deanus	0.5	0.5	0.6	0.1
Environment, Transport & Infrastructure		156.3	136.5	136.5	0.0
Surrey Fire and Rescue	D Turner- Stewart	38.8	33.1	35.7	2.6
Armed Forces & Resilience	K Deanus	0.1	0.1	0.1	0.0
Comms, Public Affairs & Engagement	T Oliver	2.1	2.1	2.0	(0.0)
Communications, Public Affairs and Engag		2.2	2.2	2.1	(0.0)
PPG Leadership	T Oliver	0.3	0.3	0.3	(0.0)
Economic Growth	M Furniss	1.3	1.3	1.2	(0.1)
Prosperity, Partnerships and Growth		1.6	1.6	1.5	(0.1)
Community Partnerships	D Turner-Stewart	1.5	1.5	1.4	(0.1)
Customer Services	D Turner-Stewart	3.0	2.9	2.8	(0.1)
AD Culture & Active Surrey	D Turner-Stewart	19.5	6.7	6.6	(0.0)
Surrey Arts	D Turner-Stewart	0.4	0.4	0.4	0.0
Trading Standards	D Turner-Stewart	3.9	2.0	1.9	(0.1)
Health & Safety	D Turner-Stewart	0.7	0.3	0.3	(0.0)
Coroners	K Deanus	3.8	3.7	4.0	0.3
Customers and Communities		32.7	17.3	17.4	0.0
Land and Property	N Bramhall	32.5	24.1	24.4	0.3
Twelve15	D Lewis	20.1	(1.5)	(1.3)	0.2
Information Technology & Digital	D Lewis	19.1	18.5	18.5	(0.0)
Finance	D Lewis	13.5	6.0	5.8	(0.1)
People & Change	T Oliver	7.3	7.2	7.2	(0.0)
Joint Orbis	D Lewis	6.4	6.4	6.4	0.0
Legal Services	D Lewis	5.4	4.9	5.6	0.7
Business Operations	D Lewis	4.0	2.0	2.0	(0.1)
Democratic Services	D Lewis	4.0	3.8	3.7	(0.0)
Corporate Strategy and Policy	D Lewis	2.1	1.6	1.5	(0.1)
Executive Director Resources	D Lewis	2.5	2.5	2.5	(0.0)
Transformation and Strategic Commissioning	D Lewis	1.4	1.4	1.1	(0.2)
Performance Management	D Lewis	0.2	0.2	0.1	(0.0)
Resources		118.6	77.0	77.5	0.5
Corporate Expenditure	D Lewis	108.0	84.7	83.8	(0.9)
Total before DSG High Needs Block Offset		1,569.9	1,012.9	1,038.4	25.5
DSG High Needs Block Offset		27.2	27.2	26.4	(0.8)
Total Budget Envelopes		1,597.0	1,040.1	1,064.8	24.7
Central funding			(1,040.1)	(1,040.1)	0.0
Total Net revenue expenditure including DSG HNB		1,597.0	0.0	24.7	24.7

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17

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