

Notice of Meeting
Cabinet



Date & time

Tuesday, 25 April
2023 at 2.00 pm

Place

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

Contact

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We're on Twitter:
@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

If you would like a copy of this agenda or the attached papers in another format, e.g. large print or braille, or another language please email Huma Younis on huma.younis@surreycc.gov.uk or andre.ferreira@surreycc.gov.uk.

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

Please note that public seating is limited and will be allocated on a first come first served basis.

1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING: 28 MARCH 2023

(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 (19 April 2023).

b Public Questions

The deadline for public questions is seven days before the meeting (18 April 2023).

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 AND OTHER COMMITTEES OF THE COUNCIL** (Pages 17 - 22)
- To consider any reports from Select Committees, Task Groups and any other Committees of the Council.
- A. Children’s social care workforce (Children, Families, Lifelong Learning And Culture Select Committee)
- 6 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 23 - 28)
- 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 29 - 32)
- To receive an update from Denise Turner-Stewart, Deputy Leader and Cabinet Member for Communities and Community Safety.
- 8 TRANSFORMATION OF ACCOMMODATION WITH CARE AND SUPPORT FOR WORKING AGE ADULTS: DELIVERY STRATEGY FOR MODERNISING AND TRANSFORMING ACCOMMODATION WITH SUPPORT FOR PEOPLE WITH MENTAL HEALTH NEEDS** (Pages 33 - 98)
- This report seeks Cabinet approval of the delivery strategy for the Accommodation with Care and Support (AwCS) Programme for Mental Health and in-principle approval of all five sites disclosed in Part 2 of this report for new Supported Independent Living (SIL) accommodation. This is subject to the completion of feasibility assessments and full financial business cases including affordability of delivery.
- (The decisions on this item can be called-in by the Adults and Health Select Committee)*
- N.B There is a Part 2 report at Item 14.
- 9 STRATEGIC WASTE INFRASTRUCTURE** (Pages 99 - 110)
- This report sets out an outline programme of work for the development of strategic waste infrastructure over the next seven years that will support a resilient and efficient waste management service for residents over the next thirty years. It focuses on the upgrade and development of assets within the geography of Surrey where there is a critical need for that infrastructure. It presents a series of recommended work packages needed to both safeguard the future of waste services and develop more opportunities for recycling and reuse.
- (The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)*
- 10 REIGATE FIRE STATION - REDEVELOPMENT SCHEME** (Pages 111 - 124)
- This report seeks Cabinet approval to redevelop Reigate Fire Station to

address and mitigate constraints to the service provided by the Surrey Fire 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)

N.B There is a Part 2 report at Item 15.

- 11 GODSTONE DEPOT - REDEVELOPMENT** (Pages 125 - 138)

This report seeks Cabinet approval to redevelop Godstone Depot to ensure that Surrey County Council's Highways and Transport Service has fit for purpose, year-round facilities with a long-term operational lifespan to deliver its critical service maintaining Surrey's roads for safer travel across the county for residents, businesses and visitors.

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

N.B There is a Part 2 report at Item 16.

- 12 2022/23 MONTH 11 (FEBRUARY) FINANCIAL REPORT** (Pages 139 - 148)

This report provides details of the County Council's 2022/23 financial position as at 28th February 2023 (M11) 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)

- 13 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

- 14 TRANSFORMATION OF ACCOMMODATION WITH CARE AND SUPPORT FOR WORKING AGE ADULTS: DELIVERY STRATEGY FOR MODERNISING AND TRANSFORMING ACCOMMODATION WITH SUPPORT FOR PEOPLE WITH MENTAL HEALTH NEEDS** (Pages 149 - 152)

This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraph 3, Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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

- 15 REIGATE FIRE STATION - REDEVELOPMENT SCHEME** (Pages 153 - 158)

This Part 2 report contains information which is exempt from Access to

Information requirements by virtue of paragraph 3, Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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

16 GODSTONE DEPOT - REDEVELOPMENT (Pages

159 -
164)

This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraph 3, Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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

17 PROPERTY TRANSACTION- DISPOSAL OF HALSEY GARTON LTD (Pages

INVESTMENT ASSET

165 -
174)

This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraph 3, Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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

18 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, 17 April 2023

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Members of the public and the press may use social media or mobile devices in silent mode during meetings. Public wifi is available.

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

The 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 any Council equipment or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

If you are not using your mobile device for any of the activities outlined above, it must be switched off or placed on silent mode during the meeting to prevent interruptions and interference with Council systems.

Thank you for your co-operation.

QUESTIONS AND PETITIONS

Cabinet and most committees will consider questions by elected Surrey County Council Members and questions and petitions from members of the public who are electors in the Surrey County Council area.

Please note the following regarding questions from the public:

1. Members of the public can submit one written question to a meeting. Questions should relate to general policy and not to detail. Questions are asked and answered in public and 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 an agenda.
2. The number of public questions which can be asked at a meeting may not exceed six. Questions which are received after the first six will be held over to the following meeting or dealt with in writing at the Chairman’s discretion.
3. Questions will be taken in the order in which they are received.
4. Questions will be asked and answered without discussion. The Chairman or Cabinet members may decline to answer a question, provide a written reply or nominate another Member to answer the question.
5. Following the initial reply, one supplementary question may be asked by the questioner. The Chairman or Cabinet members may decline to answer a supplementary question.

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 28 MARCH 2023 AT 2.00 PM
IN THE COUNCIL CHAMBER, SURREY COUNTY COUNCIL,
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:

John O'Reilly, Chairman of the Communities, Environment and Highways
Select Committee
Nick Darby, Chairman of the Resources and Performance Select Committee
Jonathan Essex, Member for Redhill East
Catherine Baart, Member for Earlswood and Reigate South

**PART ONE
IN PUBLIC**

25/23 APOLOGIES FOR ABSENCE [Item 1]

There were no apologies.

26/23 MINUTES OF PREVIOUS MEETING: 31 JANUARY 2023 [Item 2]

These were agreed as a correct record of the meeting.

27/23 DECLARATIONS OF INTEREST [Item 3]

There were none.

PROCEDURAL MATTERS [Item 4]

28/23 MEMBERS' QUESTIONS [Item 4a]

There was one member question. The question and response was published in a supplement to the agenda.

29/23 PUBLIC QUESTIONS [Item 4b]

There were four public questions. The questions and responses were published in a supplement to the agenda.

James King thanked the council for the road works undertaken at the weekend and the response provided by the Cabinet Member. He further asked if the council was able to give a timeline on when UK Power Networks would have completed their part of the work and if possible, if other councillors and the local community could be kept informed of any progress. The Cabinet Member for Highways and Community Resilience explained that the council did not have the ability to refuse the emergency works on the highways but always negotiated with the utility companies to ensure high quality repairs were not dug up immediately.

In response to her main question, Jenny Desoutter asked the Cabinet Member how the operation at Sheepleas SSSI had been supervised and if the risk assessments undertaken were fit for purpose. The Cabinet Member for Environment stated that the decision to remove the trees at Sheepleas had not been taken lightly and had been supported by a number of partners including Natural England, Surrey Wildlife Trust, the Forestry Commission and local ecological groups. The Cabinet Member explained that the council's ambition was to plant trees and not take them down. Every tree was checked before being removed and the council ultimately had a public safety responsibility. The council had been informed that the dormice boxes were empty. When the one box had been found, the council referred itself to the rural police. The council would be reviewing the situation and would be holding workshops with relevant parties to understand what is being seen in the countryside.

In regards to his main question, Robert Whitcombe explained that Fetcham Residents Association (FRA) had missed the communications regarding the LCWIP consultation because of the death of their Chairman last year. The association welcomed the further consultation offered when specific cycling and walking infrastructure proposals were taken through feasibility and design stages. It was explained that shortly after the July 2022 Consultation on the Mole Valley LCWIP there had been two developments significant to the LCWIP and the extent that it served Fetcham. First, following sheet-piling work by Network Rail to strengthen an embankment alongside an important Footpath (16) linking Fetcham and Leatherhead and second, SES Water had generously agreed to a new combined footpath-cycleway across its land in Fetcham, which would by-pass the current footpath and provide a safer route with less impact on a Priority Habitat. The FRA recognised the LCWIP as a key planning tool to guide long term investment and asked the council that this new footpath-cycleway is factored into the "Final" Mole Valley LCWIP before sign off. The Cabinet Member for Transport, Infrastructure and Growth stated that FRA could submit any information they wanted as part of the LCWIP consultation prior to it going out to public consultation in the summer. The Cabinet Member also agreed to a follow up meeting with the FRA, Clare Curran and Tim Hall to discuss feasibility of the other proposals mentioned.

30/23 PETITIONS [Item 4c]

There were none.

31/23 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

There were none.

32/23 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

The Chairman of the Communities, Environment and Highways Select Committee attended the meeting to present the reports from his Select Committee. The Chairman of the Select Committee thanked the Cabinet Member for her response to the Select Committee's report on the Surrey strategy for accommodation, housing and homes and asked how the relationship with the district and boroughs was developing as part of the development of the strategy. The Cabinet Member for Children and Families thanked the Select Committee for its steer on the strategy and explained that the majority of district and boroughs were looking forward to working with the county council.

The Chairman of the Communities, Environment and Highways Select Committee thanked the Deputy Leader and Cabinet Member for Communities and Community Safety for her response to the Select Committee report on delivering in partnerships. The Chairman of the Select Committee stated that a critical element of the success of this initiative would be the active involvement of the NHS in all forms. The Chairman welcomed an update report back to the Select Committee in December. The Deputy Leader and Cabinet Member for Communities and Community Safety thanked the Select Committee for its report and agreed that work had been agreed and shaped with health partners. She welcomed returning to the Select Committee in December.

RESOLVED:

That the three Select Committee reports be noted and recommendations considered.

33/23 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 6]

The decisions taken since the last Cabinet meeting were considered.

RESOLVED:

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

34/23 CABINET MEMBER OF THE MONTH [Item 7]

The Cabinet Member for Children and Families introduced her update report. The following key points were made:

- Transformation Assurance Board- As part of her commitment to continue to embed change in Children's Social Care, the Cabinet Member had taken on chairmanship of the Children's Social Care Transformation & Assurance Board. The Board provides oversight of

transformation activity in children's social care. The Board is supported by external independent members and has cross party member representation.

- Family Safeguarding Model- the directorate has recently launched a 'Phase 2' implementation of the Family Safeguarding model in children's social care and had been successful in securing funding from the Department for Education that enables them to work in partnership with the Centre for Family Safeguarding from November 2022 to March 2023.
- Building Belonging Programme- The Building Belonging Programme would provide a multi-agency approach to preventing children and young people with complex needs entering the criminal justice system. The partnership had been successful in a bid for funding from NHS England to implement a pilot in one district in Surrey.
- Foster carer remuneration- Recruiting and retaining in-house foster carers was key to the sufficiency strategy of providing Surrey homes for Surrey children. Currently 51% of children in foster care, excluding those living with Council foster carers from their own kinship network, are placed with Independent Fostering Agency carers. Investment totalling £2.7m had been approved to bring fostering allowances and skills payments more in line with competitors and to reward and incentivise areas of fostering that are more complex or difficult to recruit to.
- Staff were thanked for their hard work during the three week joint targeted inspection. Findings and recommendations would be made available in due course.

RESOLVED:

That the Cabinet Member of the Month update be noted.

35/23 DELIVERING IN PARTNERSHIP: TOWNS - THE NEXT PHASE [Item 8]

The report was introduced by the Deputy Leader and Cabinet Member for Communities and Community Safety who explained that the report set out the work and approach to deliver essential services for residents in Surrey towns. Multi agency service delivery would take place at a local town level and would be based on the council and partners priorities. The town's approach would enable the council to target resources and efforts at the people and neighbourhoods in Surrey that were most at risk of being left behind. The council would be working with partners to reduce health inequalities, improve life expectancy, improve equality of opportunity and enable access to services. The work being undertaken would focus on the priority groups that had been agreed by partners in the Surrey Health and Wellbeing Strategy.

RESOLVED:

1. That Cabinet supports and endorse the strategic approach of delivering in partnership in towns, to address key priorities for residents, communities, partners, and the County Council.
2. That Cabinet approves the prioritised towns, identified through assessment against key socio-economic and health criteria, as set out at paragraph 20.

Reasons for Decisions:

As set out in the report, a number of communities and places in Surrey experience significant challenges with e.g. health inequalities, worklessness, skills, aging populations, child poverty, homelessness and housing, despite the general perception of the county as comfortable and prosperous. Partners across the county have set out high ambitions, supported by strategic plans, to address these. Experience has shown that the complex nature of many of the 'wicked issues' requires a multi-agency, highly collaborative approach. The approach being recommended, which reflects the learning from work to date, will drive practical delivery, beyond strategic intent, through convening, galvanising and empowering partners to work together to deliver, at an optimum spatial level (e.g. towns), supported, guided and overseen by elected representatives.

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

36/23 A HOUSING, ACCOMMODATION AND HOMES STRATEGY FOR SURREY [Item 9]

The report was introduced by the Cabinet Member for Children and Families who started by thanking everyone who had contributed to the development of the housing, accommodation and homes strategy including registered social landlords across the county, Homes England representatives, colleagues from health and importantly district and borough housing and planning officers. The production of the strategy was supported by Inner Circle Consulting and special thanks was given to Michael Coughlin who was lead officer for the strategy. The Cabinet Member stressed that access to good housing was a basic human right and the baseline assessment demonstrated that Surrey did have a multidimensional and complex housing crisis which would only be addressed through taking a different approach together in partnership. It was explained that both Tandridge District Council and Mole Valley District Council had indicated that they did not want to be partners in the strategy.

The Leader encouraged council's who did not support the strategy to embrace the strategy for the benefit of Surrey residents. The Deputy Cabinet Member for Children and Families stated that she was also the Lead Member for housing at Spelthorne Borough Council. The local council supported the strategy and the positive impacts it would have on local residents. Members agreed that the strategy would help the council in achieving its net zero ambitions and would be welcomed by businesses who recognised housing as critical to economic growth.

Jonathan Essex welcomed the strategy and welcomed the focus on key worker housing. It was queried if key worker housing could be delivered via the councils vacant sites such as the Dormers and Park Hall care homes and what the next steps would be in bringing forward key worker housing and care leaver accommodation. The Cabinet Member for Children and Families agreed to take the feedback from the Member back to the team that would be responsible for delivering the strategy. The Leader explained that the county council was in discussions with a local council about the use of one of the properties mentioned by the member for key worker housing. Unfortunately this local council had not endorsed the strategy.

RESOLVED:

1. That Cabinet endorses the benefit of and approach taken to initiating and developing a county-wide strategy for Housing, Accommodation and Homes,
2. That Cabinet adopts the strategy and encourages others to do likewise in a spirit of collective endeavour to address the evidenced housing crisis in Surrey.
3. That Cabinet Delegates authority to the Cabinet Member for Children's Services and Housing and Executive Director for Partnerships, Prosperity and Growth to make any necessary final amendments to the strategy following a period of public consultation.

Reasons for Decisions:

The baseline assessment undertaken as part of the work of developing a strategy makes clear the challenges in housing, accommodation, and homes in Surrey, with advisors describing the situation as a crisis. While recognising the sovereign responsibilities and service responsibilities for Housing and Planning of other organisations, the strategy sets out a 'Call to Government' and a 'Call to Action' to which everyone involved in housing in Surrey is encouraged to contribute.

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

37/23 SEND CAPITAL PROGRAMME 2023/24 DELIVERY [Item 10]

The report was introduced by the Cabinet Member for Education and Learning who explained that the report was seeking Cabinet approval for the use of £100m for future SEND capital funding as set out in the medium term financial strategy. This represented capital investment for 20 projects with viable schemes, established locations and confirmed costs. The project would create in the region of 700 additional state maintained specialist school places in Surrey with delivery from September 2023 onwards. This would mean that Surrey children with additional needs and disabilities who need to go to specialist schools can be educated closer to home and rooted in their own communities. The Cabinet Member for Finance and Resources explained that when looking at the cost of the project over its lifetime the annual cost of the scheme would be under £2500 per pupil. The report was welcomed by Members. The positive work being undertaken between the SEND team and the land and property team was recognised.

RESOLVED:

1. That Cabinet agrees the use of £100.2m of the total approved SEND Capital budget of £202m for 2022/23 to 2027/28 against twenty SEND Capital Programme projects with confirmed viable schemes, locations, and costs. These are part of the four capital strategies previously approved by Cabinet between 2019-2022.

2. That Cabinet approves procurement of the supply chain for the delivery of all associated services required, in accordance with the Council's Procurement and Contract Standing Orders.
3. That Cabinet agrees that the Deputy Chief Executive and Executive Director of Resources, and the Director of Land and Property are authorised to award contracts, up to +10% of the budgetary tolerance level for individual projects and within the overall £202m funding envelope for 2022/23 to 2027/28 that has already been agreed.

Reasons for Decisions:

- Investing in the Capital Programme's 2023/24 delivery tranche will generate a positive impact on outcomes for children with complex special educational needs and disabilities, as well as improving the Council's financial sustainability.
- The committed expansion projects are business critical to ensure Surrey County Council (the Council) discharges its statutory duties under Section 3 of the Local Government Act 1999, Sections 13 and 14 of the Education Act 1996 and Part 27 Section 3 of the Children and Families Act 2014.
- The confirmed budgets against each of the 20 projects in the Capital Programme's 2023/24 delivery tranche are above the current threshold for £1m. Cabinet's delegated authority is required to enable the Cabinet Members for Property and Waste, Education and Lifelong Learning and Finance and Resources to approve contracts and allocate resources from the approved Capital budget for the programme to individual projects following Capital Programme Panel (CPP) approval of business cases.
- To that end, agreement is sought to use defined resources to enable project progression against the Procurement Forward Plan, so that contracts can be awarded in time to facilitate target delivery timescales for 2023 and 2024.

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

38/23 'PATHWAYS TO EMPLOYMENT: SUPPORTING SURREY RESIDENTS' SKILLS DEVELOPMENT AND EMPLOYABILITY THROUGH IMPROVED CAREERS PROVISION [Item 11]

The report was introduced by the Cabinet Member for Transport, Infrastructure and Growth who explained that the report set out a programme of work that follows on from, and supplements the recently launched Surrey Skills Plan and the upcoming Lifetime of Learning education strategy and includes additional key operational activity that will support the ambitions of both these documents as well as delivering on multiple outcomes across educational equity, economic growth and opportunity for all. The Cabinet Member for Education and Learning welcomed the report and highlighted the model for delivery which included greater engagement of employers in designing and delivering employment and skills activity in schools and through a range of events.

RESOLVED:

1. That Cabinet endorses the focus on local recruitment, skills development and career support for all ages and notes that this programme of work aligns with the planned Lifetime of Learning Strategy as well as the Surrey Skills Plan.
2. That Cabinet endorses the approach for SCC to further explore taking on new responsibilities related to schools-focused careers advice and guidance in line with recognition of the need to operate on a Surrey County geography, subject to the appropriate funding being in place.
3. That Cabinet notes that the approach will be enhanced by 'all-age' interventions where appropriate to reflect the challenges around recruitment and the data on economic inactivity, subject to a transformation funding business case.

Reasons for Decisions:

Currently, employment, skills and careers activity is delivered through a number of organisations, in a complex skills landscape. The County Council taking greater ownership of this agenda through a stronger lead and co-ordinating role, and in some cases responsibility for direct delivery, will allow us to ensure that services, support, and activity has better alignment with our strategic priorities, whilst also delivering greater impact and improved outcomes for residents and businesses. This would enable more and better targeted support to be provided for those individuals who need it the most, as well as addressing the barriers to economic growth which are being encountered by Surrey's employers, who are keen to be more involved in designing and delivering local solutions.

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

39/23 LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN PUBLIC REPORT REGARDING CONCERNS ABOUT THE DELIVERY OF EDUCATION FOR CHILDREN WITH ADDITIONAL NEEDS AND DISABILITIES (SEND) [Item 12]

The report was introduced by the Cabinet Member for Education and Learning who provided the Cabinet with an update on the Ombudsman's report. It was explained that the council had been found at fault around the provisions set out in a child's Education Health and Care Plan (EHCP). The council had accepted the recommendations of the Ombudsman and would provide the family with financial compensation and a formal apology. The council would also review its procedures for arranging and monitoring the delivery of provision within an EHCP as well as reviewing the complaint handling procedures within the Children's Directorate. The Leader stated that the Cabinet had been briefed on the details of the report and apologised to the family and child involved.

RESOLVED:

1. That Cabinet considers the Ombudsman's report and the steps that will be taken by the Service to address the findings, and
2. That Cabinet considers whether any other action should be taken.
3. That Cabinet notes that the Monitoring Officer will be bringing this report to the attention of all councillors.

Reasons for Decisions:

There is a statutory requirement for the Monitoring Office to bring to Members' attention any public report issued by the Ombudsman about the Council which identifies it is at fault and has caused injustice as a result.

40/23 RE-MODELLING THE STRATEGIC SHORT BREAKS OFFER FOR ADULTS WITH LEARNING DISABILITIES AND/OR AUTISM [Item 13]

The report was introduced by the Cabinet Member for Adults and Health who explained that there were approximately 1350 individuals who lived with family carers across the county. Nearly half of these were between the age of 20 and 30 years old. The council supported these families through various means but one of the most important was giving carers an overnight break. The council currently provided somewhere in the region of 4600 nights accommodation, which could be in one of five sites across the county. Cabinet was being asked to approve the design and construction of Short Breaks accommodation at two identified sites in Reigate and Banstead and Woking within the capital funding envelope set. This would increase the council's Short Break offer and would provide provision to the west of the county. The Cabinet Member for Land and Property supported the proposals adding that the land and property team would be looking to start work on the Woking site this year for delivery in 2025 and the Banstead site would be coming forward soon after. The Cabinet Member for Children and Families welcomed the report and recognised the benefits it would provide to carers. The Cabinet Member stated that she had seen the plans for the buildings which were modern and fit for purpose.

RESOLVED:

1. That Cabinet approves the proposal to re-model the Council's Strategic Short Breaks offer by working with the market to ensure a more diverse Short Breaks offer.
2. That Cabinet grants approval to proceed with the design and construction of Short Breaks accommodation at two identified sites in Reigate and Banstead and Woking within the capital funding envelope set out in Part 2 of this paper. The sites are as follows:
 - Lakers, Denton Way, Goldsworth Park, Woking, GU21 3LG
 - The Squirrels, The Horseshoe, Banstead, SM7 2BQ
3. That Cabinet confirms approval to procure a developer to construct the new Short Breaks accommodation and delegates approval to award the contract, (including any associated changes related to the contract, once it has been awarded to ensure that it continues to meet the objectives related to this report) and manage the developments within the agreed capital funding envelope to:

- The Director of Land and Property in consultation with the Cabinet Member for Property and Waste.
- The Joint Executive Director for Adult Social Care and Integrated Commissioning in consultation with the Cabinet Member for Adults and Health.

Reasons for Decisions:

To promote Carers wellbeing and enable them to have a break from their caring responsibility, but still be able to support the individual to live at home.

To enable residents with learning disabilities and/or autism who meet the Council's eligibility criteria for Adult Social Care (ASC) funding to have their need for overnight Short Breaks met in a modern, fit for purpose setting with all the necessary facilities and amenities.

To promote the independence of Surrey residents with learning disabilities and/or autism and enable them to remain in their family homes and connected to their local community.

To ensure that together with our partners we develop a range of options that improve outcomes and support for individuals and their families when offering a short break.

To make an essential contribution towards the Council's strategic objective to tackle health inequality, in line with the 2030 Community Vision for Surrey.

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

41/23 ELECTRIC TOWNS AND CITIES INITIATIVE (ETCI) A3 AIR QUALITY PROJECT [Item 14]

The report was introduced by the Cabinet Member for Transport, Infrastructure and Growth who explained that the stretch of the A3 running through Guildford had been identified as a priority area for action, having a mean annual NO₂ level of more than double the legal limit. Although National Highways were the responsible highway authority for this stretch of road, Surrey County Council, as the relevant local highway authority, and Guildford Borough Council in its role as the relevant environmental health authority, had a shared interest with National Highways in addressing the issues. There was a legal duty on National Highways, as issued by the Secretary of State for the Environment, to address the NO₂ levels along the A3 in Guildford. This stretch of road had been identified as one of the worst roads for air quality in the country. The Cabinet Member referred to the statement of intent in Annex 1 explaining that more was required than the initial project to tackle the air quality challenge.

RESOLVED:

1. That Cabinet approves the receipt of £11m grant funding from National Highways for the A3 air quality scheme through the Electric Towns and Cities Initiative, and proceeds with the scheme subject to the approval of a detailed business case by the Council's Capital Programme Panel.

2. That Cabinet agrees that, if the scheme is successful and National Highways allocates further grant to the Guildford A3 scheme within the existing timeframe, the acceptance and spend of the additional grant is delegated to the Director of Highways & Transport, in conjunction with the relevant Cabinet member.

Reasons for Decisions:

There is a legal duty on National Highways, as issued by the Secretary of State for the Environment, to address the NO₂ levels along the A3 in Guildford. This stretch of road has been identified as one of the worst roads for air quality in the country. The County Council, with Guildford Borough Council and National Highways, has a shared interest in addressing the air quality in this area - both from a public health perspective but also in light of our net zero carbon targets as a county. Residents who are users of the footpaths/cycle paths alongside this stretch of road will benefit from reduced exposure to emissions upon completion of the initiative; as well as a secondary benefit for those who drive electric vehicles having access to additional local charge points. Residents who are employed in organisations/businesses in the local area may also benefit from the travel planning element of the initiative, whereby the opportunity to join a salary sacrifice scheme may be available to encourage the move to electric vehicles.

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

42/23 FUTURE BUS NETWORK REVIEW AND LOCAL BUS SERVICE INVESTMENT [Item 15]

The report was introduced by the Cabinet Member for Transport, Infrastructure and Growth who started by saying that increasing sustainable travel alongside the Council's investment in zero emission buses and minibuses would help deliver the carbon reduction targets set out in the Climate Change Delivery Plan. The Council was committed to supporting local bus services and had increased revenue support for service delivery and capital investment to improve their operational effectiveness and efficiency. Since Covid the council had been working with the bus industry to build back bus patronage. 2600 people had responded to the future bus network consultation which enabled residents to have a say on investment and infrastructure of the bus network. The Mole Valley connect service would be expanded across the county and the council would be proposing a 20 and under half price concessionary fare scheme. Members welcomed more investment being put into the service and the roll out of the on demand service which would be welcomed by residents.

The Leader explained that the Cabinet was absolutely committed to extending access to public transport alongside the active travel schemes. The council would continue to subsidise the commercial buses and the roll out on demand minibuses.

RESOLVED:

1. That Cabinet notes the response to the public and stakeholder consultation.
2. That Cabinet agrees the proposed changes to the public bus network as set out in **Annex B**, with service changes to be implemented at the start of the new academic year in September 2023.
3. That Cabinet agrees the recommended priority areas for capital investment to support bus services and help grow bus patronage.
4. That Cabinet agrees the recommended areas for expansion of new Digital Demand Responsive Transport services in 2023 as set out in **Annex C**.
5. That Cabinet agrees the process and timescales for updating the Bus Service Improvement Plan and Enhanced Partnership Scheme and agree that the approval and submission of the Bus Service Improvement Plan to Government be delegated to the Director of Highways and Transport in consultation with the Cabinet Member for Transport, Infrastructure and Growth.
6. That Cabinet agrees that the decision to award contracts for local bus services and Digital Demand Responsive Transport services is delegated to the Director, Highways and Transport, following discussion with the Cabinet Member for Transport, Infrastructure and Growth, and the Council's Section 151 Officer.

Reasons for Decisions:

The public consultation has helped shape the bus service changes proposed in **Annex B**. These changes are necessary to ensure the network is financially sustainable and has responded to changed travel patterns, particularly in areas where passenger numbers are unlikely to ever recover to pre-pandemic levels. The financial review of bus services also meets the Department for Transport's (DfT) requirement for accessing the extension of Covid bus recovery funding. The Council is committed to supporting local bus services and has increased revenue support for service delivery and capital investment to improve their operational effectiveness and efficiency.

The public consultation has also helped shape our proposed investment in bus infrastructure. It demonstrated that resident support for investment in buses is high, showing that people value bus services and that targeting investment will aid patronage growth.

The Council's previous BSIP, published in 2021, set out a desire to expand our DDRT offer, learning from the successful Mole Valley Connect scheme funded from the DfT's Rural Mobility Fund. This report sets out proposals for new DDRT schemes shaped by consultation feedback, including the need to promote new schemes and the flexibility they offer residents.

All LTAs are required to review their BSIPs annually. The DfT agreed that the Council's BSIP refresh could be undertaken once the public consultation was complete, enabling the views and suggestions of residents and stakeholders to be included in the BSIP review. This report sets out the BSIP refresh process, with a submission to date at the end of May 2023.

Following the Future Bus Network Review and the consideration of consultation responses, coupled with ongoing dialogue with bus operators, the Council needs to tender the services proposed for change, along with retender of a number of contracts that were extended during the pandemic. New contracts will be awarded following a procurement process in line with the requirements of the Public Contracts Regulations 2015 and the Council's Procurement and Contracts Standing Orders.

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

43/23 STRATEGIC INVESTMENT BOARD ANNUAL REPORT - FINANCIAL YEAR 2021/22 WITH 2022/23 MID YEAR UPDATE [Item 16]

The annual report was introduced by the Leader who explained that the council had a number of investments in companies and trading companies designed to deliver income and efficiencies. The council had not invested in any commercial properties for a number of years. The Strategic Investment Board was supported by a number of senior officers and there were a number of governance arrangements in place to support any decision making around investments. The report set out the companies the council had ownership off and percentage ownership off. All companies were financially sound and contributed to the councils budget.

RESOLVED:

1. That Cabinet endorses the Annual Report of the Strategic Investment Board.

Reasons for Decisions:

- To inform the Council about the activities of the Strategic Investment Board
- The Strategic Investment Board has been established in accordance with best practice governance to ensure effective oversight and alignment with the strategic objectives and values of the Council.

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

44/23 YOUR FUND SURREY- CF118 MASTER PARK COMMUNITY PAVILION [Item 17]

The Deputy Leader and Cabinet Member for Communities and Community Safety introduced the report explaining that the advisory panel were extremely impressed with the passion of the applicant and how they had involved the whole community of all ages in their plans from the design to the fundraising. The report was seeking £1.86 million which was 63% of the overall cost of the project. The project had wide community benefits and would provide free access to many groups who would be supporting vulnerable residents. The new pavilion would provide 225 hours of use per week for community groups. There was very high and considerable support from local residents and the divisional member for this project. The Leader expressed his support for the application stating that the funding being given was one of the largest

contributions from Your Fund Surrey and was for a worthy cause. Members recognised the positive impact the project would have on the local community.

RESOLVED:

1. That Cabinet agrees to fund Master Park Pavilion Charity for the full amount requested of £1,860,000 towards the creation of the Master Park Community Pavilion.
2. That Cabinet recommends the applicant provides evidence to confirm full funding is in place before funding is released.

Reasons for Decisions:

This application has been the subject of a rigorous assessment process and officers consider the project meets the aims and published criteria of the Fund and to satisfy the requirements to award funding.

The new pavilion will create a new hub in the centre of the busy town, providing opportunities and facilities for the whole community.

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

45/23 2022/23 MONTH 10 (JANUARY) FINANCIAL REPORT & 2023/24 FEES AND CHARGES REVIEW [Item 18]

The Cabinet Member for Finance and Resources introduced the Month 10 finance report. At Month 10, the Council was forecasting a full year deficit of £2.4m, against the approved revenue budget, an improvement of £3.4m since Month 9. A reset of the capital budget was undertaken at the end of Month 9 which showed a slight reduction in the overall capital budget. Cabinet was being asked to approve the transfer of the closing surplus revenue and capital balances of the Mead Infant School to its successor academy and approve the new charges and increases to existing Fees & Charges. The Leader was confident the council would have a balanced budget without the use of any reserves.

RESOLVED:

1. That Cabinet notes the Council's forecast revenue and capital budget positions for the year, including the use of the contingency budget and the commitment to continue to develop Directorate budget recovery plans.
2. That Cabinet approves the transfer of the closing surplus revenue and capital balances of the Mead Infant School to its successor academy (revenue surplus £85,963.92 and capital surplus £3,789.76) (Paragraph 12 - 13)
3. That Cabinet notes the summary of the Fees & Charges review (paragraph 14 - 23 and Annex 2)

4. That Cabinet approves the new charges and increases to existing Fees & Charges that are more than budget setting guidance (paragraph 22 and Annex 3)

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. It also outlines Cabinet requirement to approve the transfer of balanced for forced academy conversions and the Financial Regulations setting out when Cabinet approval is required for Fees and Charges price increases.

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

46/23 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.

47/23 SEND CAPITAL PROGRAMME 2023/24 DELIVERY [Item 20]

The Cabinet Member for Education and Learning 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 Minute 37/23.

Reasons for Decisions:

See Minute 37/23.

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

48/23 RE-MODELLING THE STRATEGIC SHORT BREAKS OFFER FOR ADULTS WITH LEARNING DISABILITIES AND/OR AUTISM [Item 21]

The Cabinet Member for Adults and Health 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-03-23]

Reasons for Decisions:

See Exempt Minute [E-03-23]

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

49/23 STRATEGIC INVESTMENT BOARD ANNUAL REPORT - FINANCIAL YEAR 2021/22 WITH 2022/23 MID YEAR UPDATE [Item 22]

The Leader 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 Minute 43/23.

Reasons for Decisions:

See Minute 43/23.

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

50/23 PUBLICITY FOR PART 2 ITEMS [Item 23]

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

Meeting closed at 15:56

Chairman

CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE

Item under consideration: CHILDREN'S SOCIAL CARE WORKFORCE

Date Considered: 2 March 2023

1. The Committee learned that an average of 27 per cent of children's social workers chose to leave the role in the year ending 31 January 2023. As well as the disruption to families, a vicious circle is created by the pressure added to the remaining workforce. Ofsted highlighted the need to improve "the proportion of permanent staff, to reduce turnover" in the 2022 Inspection of Local Authority Children's Services. Just over two thirds (66.9 per cent) of the HR establishment are permanent currently, with an aim to increase this to 85 per cent. The CFL directorate recognises that recruitment and retention is its single biggest issue and that its programme, having not had sufficient impact after a year, required a change of approach to improve the quality of its services. It is developing a business case for a refreshed plan alongside HR and Finance and asked the Committee for suggestions.
2. Committee Members made a series of visits to quadrants between November 2022 and February 2023. There they spoke with Assistant Directors, Service Managers and Social Workers to gain an understanding of what issues they face and what might encourage staff retention. The Committee also took evidence from the Director of Family Resilience and Safeguarding in reports in October 2022 and March 2023, and at the latter meeting questioned the HR People Business Manager and Assistant Director of the South East Quadrant. In addition, three Members of the Committee attend meetings of the Recruitment, Retention and Culture Board.
3. It is clear from the conversations with managers that they believe stability in their workforce is what is needed to enable Surrey's Children's Services to reach a Good Ofsted rating. Retention, which provides teams with a level of experience, appears to be more problematic than recruiting newly qualified social workers, with the number of degree places regarded as sufficient. The three stages people tend to leave at are: after their first year on recognising the reality of statutory work; when they want to leave the parental home and live independently but cannot afford to do so in Surrey; three years into the job when the new retention payment ends. More than two in five (41.3 per cent) of those leaving in the year to January had been in the role less than two years.
4. Service managers reported that a deficiency in key worker housing had a significant impact on their workforce. This gave rise to recommendation #3, which was put to Cabinet at its meeting of 28 March and reflected in the housing, accommodation and homes strategy.

5. An exit interview process was set up in June 2022; however, only 71 per cent of children's social workers were offered this before leaving in the period June-August 2022. Participation in exit interviews may be increased by holding them face-to-face, rather than the current practice of sending a link to an online survey. To encourage candour, they may be better conducted by a colleague of the leaver rather than their line manager.
6. In the first quarter of exit interviews with social workers, work-life balance was cited as the primary deciding factor for leaving, by eight of the 14 who left, with six indicating they did not think their workload was manageable. A common emerging theme was that if high caseloads had been addressed, the social worker would have considered staying. They ranged from 20-30 in the North East and North West quadrants, while 15 is generally considered ideal to work effectively. Managers informed Members of stress and fatigue because of high vacancies pushing up the number of caseloads, with almost a third of the North East's Family Safeguarding service vacant in November 2022.
7. Members on site visits were informed that heavy workloads were exacerbated by the long distances social workers must travel to visit children placed out of county, since the Council's Surrey Homes for Surrey Children ambition is yet to be fully achieved. In order to resolve the issue of recruitment and retention, it is necessary that the Sufficiency Strategy already underway is progressed in tandem.
8. The second most frequently selected deciding factor for social workers leaving was a better reward package elsewhere. Almost half (48.8 per cent) of Surrey's social workers do not stay beyond three years, which is when the new retention payment ends. Benchmarking has identified that many authorities' total package is higher than Surrey's current offer, and in the cases of West Sussex and Kent is £5,000 per year higher. The national shortage of social workers makes it imperative that the salaries of permanent staff are competitive. Furthermore, it would save the Council money to convert locums to permanent staff, who each cost around £22,000 less per year.
9. Some social workers are leaving to become self-employed: a locum is paid up to £42 an hour, whereas the wage of a higher grade team manager who is permanent works out at around £26 an hour. Across Surrey, 22.3 per cent of social workers are agency. However, in the North East Quadrant, locums comprise more than half of the Family Safeguarding team and 40 per cent of Assessment. This results in instability as well as varying levels of competence.
10. More than one in five (21.4 per cent) children's social worker respondents to exit interviews said they had experienced bullying, harassment or discrimination. In addition, Members were informed that some employees recruited internationally did not stay after experiencing culture shock.

11. The Committee learned that an insufficient number of pool cars for general use means the use of a personal car is required for work because public transport cannot be relied upon to visit families. The costs of motoring have risen since the annual lump sum payment for car upkeep was phased out following a proposal in 2016, so the offer of a lump sum for Council employees is very welcome. On being phased out it was incorporated into the mileage allowance; however, a common gripe among social workers was that at 10,000 miles their allowance is reduced from 45p to 25p per mile. Moreover, a shortage of parking at the North West Quadrant office was said to deter locums from becoming permanent, or even from returning. Many recruitment and retention initiatives can be delivered within budget, but in its report to Committee the Directorate stated that declining to make additional investment may impede improvement.
12. Slow communication from the broker Connect2Surrey, a joint venture between Surrey County Council and Kent Commercial Services, was reported to have consistently resulted in lost interviews with locums who had already accepted work elsewhere.
13. Lack of opportunities was the joint third most common reason cited in exit interviews, alongside child dependents. The role of assistant team manager does not currently exist in Surrey, while the number of supervised social workers per team is restricted in Family Safeguarding. Creation of this intermediary role may allow teams to be expanded while at the same time provide opportunity for promotion.
14. Family support workers were said to be easier to recruit but not seen as a solution because they are unable to do statutory work. If they were encouraged to step up to social work, the Council could utilise their knowledge of the sector, and the fact they already know what to expect may also aid retention.
15. Another measure to help make staff feel valued could be assigning desk space, which would also ensure office time was effective and productive.
16. Members heard that some new social workers, on first experiencing work in the face-to-face family support teams, decide that they are not suited to such long-term work. University placements may not be challenging enough to equip new social workers for the realities they will face on the job. This could be resolved by making a statutory service placement a compulsory part of the social work degree.
17. Pre-2020 an Academy had a bespoke team of newly qualified social workers in each quadrant, who gained experience in each aspect of the child's journey and at the end of the year went into one of the specialist teams with a good overall foundation knowledge. It may be beneficial to review this practice,

since currently ASYEs accommodated in each of the quadrant teams were reported to have limited exposure to other services.

18. The Chief Executive of Orbital South College Group suggested to the Committee's Task Group on Adult Learning and Skills that their students needed placements. This has the potential to incite loyalty towards the Council and encourage Level 3 students to progress onto its apprenticeship scheme.

19. The Recruitment, Retention and Culture programme has proposed several robust initiatives towards a more stable workforce, including wellbeing support, a new apprenticeship scheme and postgraduate training for existing employees, and the Select Committee has added to these in the recommendations that follow.

Recommendations

The Select Committee welcomes the Children, Families and Lifelong Learning directorate's aim of having 85 per cent permanent social workers. To reach this position, the Committee proposes the following:

1. The Committee fully supports the proposal of a market rate supplement of £5,000 per annum for all social workers in Family Safeguarding teams and Independent Reviewing Officer roles. It recommends that the Council matches the salary package for children's social workers offered by neighbouring local authorities, and undertakes annual salary benchmarking to ensure this package, both monetary and non-monetary, remains competitive (Lead Member: Cabinet Member for Children and Families);
2. An action plan with SMART criteria to achieve the aforementioned 85 per cent is developed and shared with the Committee, including a timeline and target date by which to achieve this goal (Lead Member: Cabinet Member for Children and Families);
3. Key worker housing is included as a deliverable in the Cabinet report *A Housing, Accommodation and Homes Strategy for Surrey*, for decision in March 2023 (Lead Member: Cabinet Member for Children and Families);
4. The Cabinet Member(s) and Directorate Leadership make immediate efforts to investigate the scope of issues of discrimination and bullying in Children's Services reported in exit interviews and to the Select Committee, and take action to address these issues;
5. The Cabinet Member for Children and Families, Cabinet Member for Finance and Resources and the CFLL Assurance and Performance Board give consideration to the following initiatives, outwith the 2023/24 budget envelope where necessary, to help recruit and retain social work staff:

- (a) Ensure a face-to-face exit interview is offered to every single leaver. These could be with a colleague of the leaver's choice;
- (b) Look at ways to make Connect2Surrey more efficient and communicate with managers more swiftly;
- (c) Provide administrative support to social workers;
- (d) Create a clear route for family support workers and administrators to step up to social work, with training suggested at their annual performance review;
- (e) The Committee supports the plan to reinstate the annual car user lump sum for upkeep of cars assigned to business use, and recommends also investing in more pool cars for visits to families out of county, exploring the use of electric vehicles to reduce the Council's carbon footprint;
- (f) On taking control of on street parking enforcement in April 2023, provide front line and peripatetic social workers with parking permits for use on Council business;
- (g) Take action to ease parking constraints experienced by social workers at Surrey County Council offices;
- (h) Assign sufficient desk space to social workers in Surrey County Council offices;
- (i) Create an assistant team manager role to help supervise extended teams;
- (j) Offer support to international employees to help adjust to cultural differences;
- (k) Encourage local universities to make a statutory service placement a mandatory part of the social work degree;
- (l) Review if it would be beneficial to ASYEs to bring back the former practice of rotating them between teams for a variety of experiences before they choose where to settle;
- (m) Work with East Surrey College to give placements to their Level 3 course in Access to Social Work students.

6. The Committee continues to engage with the Recruitment, Retention and Culture Board.

Liz Bowes, Chairman - Children, Families, Lifelong Learning Select Committee

Background papers

[Pages 79-97 & 145, Children, Families and Lifelong Learning Select Committee, 2 March 2023](#)

[Item 7, Children, Families and Lifelong Learning Select Committee, 4 October 2022](#)

Visits to North East and North West Quadrants, 24 November 2022, 9 January 2023, 28 February 2023.

SURREY COUNTY COUNCIL**CABINET****DATE:** 25 APRIL 2023**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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COMMITTEES-IN-COMMON SUB-COMMITTEE DECISIONS
22 MARCH 2023

**1. SURREY COUNTY COUNCIL'S ANNUAL PROCUREMENT FORWARD PLAN
 2023/24**

RESOLVED:

1. To Procure for the projects listed in the Annual Procurement Forward Plan for 2023/24 in accordance with Surrey County Council's Procurement and Contract Standing Orders.
2. That where the first ranked tender for any Surrey County Council projects listed in Annex 1 is within the +5% budgetary tolerance level, the relevant Executive Director, Director, or Head of Service (as appropriate) was authorised to award such contracts while consulting with the relevant Cabinet Member as appropriate was.
3. That the procurement activity marked as 'yes' in Column R within the Annual Procurement Forward Plan will be returned to the Surrey-Wide Commissioning Committees in Common for review of the commissioning and procurement strategy before going to the market.

Reasons for Decision:

- To comply with the Procurement and Contract Standing Orders agreed by Surrey County Council in May 2019, and further revised in October 2022.
- To provide the Surrey-Wide Commissioning Committees in Common with strategic oversight of planned procurement projects led or jointly procured with Health by Surrey County Council for 2023/24.
- To ensure the Surrey-Wide Commissioning Committees in Common oversight is focused on the most significant procurements.
- To avoid the need to submit multiple individual requests for Approval to Procure as well as individual SCC only contract award approvals for work taking place in 2023/24.

CABINET MEMBER FOR TRANSPORT, INFRASTRUCTURE AND GROWTH DECISIONS
28 MARCH 2023

2. Petition: Reinstate the 93 bus service back to pre-covid timetable

(i) Details of petition

Statement:

We the undersigned petition Surrey County Council to Increase the Dorking-Horsham 93 bus service back to its pre pandemic timetable.

Justification:

The 93 bus service always used to be inadequate at peak times even before the pandemic. It ran every 20 minutes Mon-Sat and is now only running once an hour and hasn't returned back to its pre-pandemic timetable. Now there is only one school bus in the morning and afternoon and it very often drives past people at the bus stops because it's full to capacity.

People have no other choice but to drive to school/work or wait out in the cold for the next bus. This is increasing car traffic which is having an environmental impact on our town.

Submitted by: Louise Waterton

Signatures: 130

Response:

Bus Service 93 operates hourly between Horsham and Dorking on Monday to Saturday, every two hours on Sundays. This is partly funded by the County Council and partly operated on a commercial basis by Metrobus.

Prior to the pandemic the passenger numbers had unfortunately already been declining and Metrobus had previously expressed concerns about the sustainability of the service with a significant reduction seen in school travel patronage in recent years which had challenged the financial viability of the route.

During the pandemic, with little passenger usage on bus services, timetables were reduced and service 93 was reduced to an hourly frequency which still catered for all school requirements.

The transport industry has been very slow in recovering from the effects of the pandemic. This is partly due to the change in travel patterns, with more people working from home and online shopping deliveries which have had a negative effect on the patronage levels; some bus routes may never recover to the pre pandemic levels. The cost of running buses has also significantly increased since covid and we need to ensure the services being supported are sustainable while also meeting resident's needs.

The overall capacity of the buses used on service 93 is 67 passengers, which is a seated capacity of 37 and standing capacity of 30.

From the initial analysis of three weeks passenger loadings data, commencing 16th January 2023 and covering all Monday to Friday journeys, there doesn't appear to be any journeys that would be classed as requiring additional capacity. For example, the busiest journeys had a maximum of 46 and 51 passengers travelling, (Note: that the maximum number of passengers travelling is across the whole journey and occupancy at any one time would be lower).

- 07.30 from Warnham (arrival in Dorking 08.24) the average number of passengers travelling was 43, the maximum was 51, capacity for a further 16 passengers.
- 15.14 from Horsham (arrival in Dorking 16.46) the average number of passengers travelling was 35, the maximum was 46, capacity for a further 21 passengers.

At the current time, with patronage levels still within the capacity being provided, we are unable to fund an increase in the frequency on this service. We sympathise with the concerns of residents and are genuinely saddened that the loadings remain low. We have raised the concerns with Metrobus, and they will investigate any specific incidents where passengers report overloading has occurred.

(Cabinet Member for Transport, Infrastructure and Growth Decisions – 28 March 2023)

3. Petition: Walnut Tree Close

(i) Details of petition

Statement:

We the undersigned petition Surrey County Council to Return Walnut Tree Close to two way traffic and stop the one way system that forces all traffic going to the railway station through the town centre.

Justification:

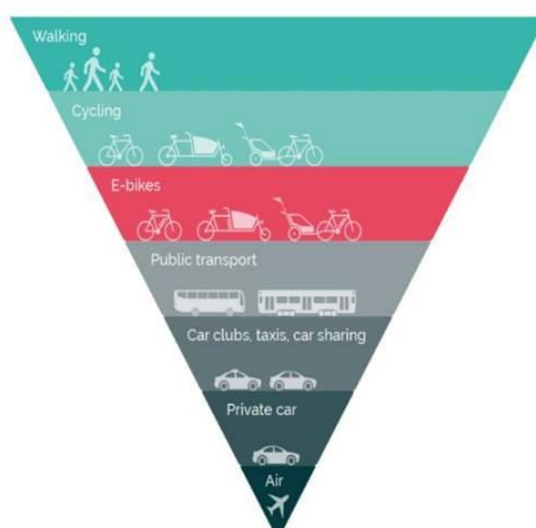
The Council is trialling a one way system through Walnut Tree Close. This is causing all traffic coming to the railway station from Bellfields and Stoughton, and the A3 Wooden Bridge direction through the town centre instead. It's adding considerably to many people's journeys and causing congestion and inconvenience. The supposed intention is to increase cycling. The Council's method of evaluation is seriously flawed and biased towards gathering opinions of those living in the Walnut Tree Close area, which largely consists of student flats - and not the working population of Guildford who need to commute via the train station. (And who are trying to use the train as a means of sustainable travel). Please help stop this poorly thought out and punitive system.

Submitted by: Joan Donnelly

Signatures: 449

Response:

The trialled one-way & cycle lane changes contribute positively to the original aims of the scheme and both the County Council's and Borough Council's future aspirations on air quality reduction. The scheme supports Surrey's Sustainable Travel Hierarchy as set out in Surrey's LTP4 which provides a decision-making framework to prioritise active travel measures to increase levels of walking and cycling.



The trial has led to an increase in walking and cycling activity along Walnut Tree Close and is supported by G-BUG. (Refer to Traffic Analysis Report – Annex A, of the Cabinet Member report published for the Cabinet Member Meeting on 28/03/23 for more details).

Surrey County Council have been monitoring traffic and air quality impacts of the trial and have determined that there has been no detrimental impact on adjacent roads as a result of the one-way scheme.

(Refer to Traffic Analysis Report – Annex A, of the Cabinet Member report published for the Cabinet Member Meeting on 28/03/23 for more details).

Walnut Tree Close is classified as a D class road that serves as a local road for residents. The road was not designed to cope with the current levels of traffic that is generated by Guildford Station. This has created an increase in road safety risk and worsening in air quality for residents, pedestrians and cyclists who use this road. Other roads around Guildford, i.e., Woodbridge Road and Stoke Road have been designed and have greater capacity to cope with higher traffic volumes. It is the intention of Surrey County Council that making the one-way permanent will return Walnut Tree Close to its intended use as a D class road.

Surrey County Council have obtained online feedback from all users of Walnut Tree Close via a dedicated email address set up for this project and also through face to face and online surveys. During the trial, feedback has been received from a wide range of affected users including residents, businesses and those using Walnut Tree Close to access the station and/or the town centre.

The decision-making process to make the scheme permanent was made on the balance of the feedback from the trial and the outcomes meeting Surrey County Council's LTP4 objectives. This includes consideration of the traffic impacts and impacts on air quality, in addition to enabling increased sustainable travel.

(Cabinet Member for Transport, Infrastructure and Growth Decisions – 28 March 2023)

4. Decision: Walnut Tree Close, Guildford - One-Way System and Cycle Lane

(i) Details of decision

The Cabinet Member agreed to make the one-way system trial along Walnut Tree Close permanent.

(ii) Reasons for decision

Following a second trial which was undertaken from 29th May 2022 to 30th November 2022, it has been demonstrated by the data collected during this period that there has been no detrimental impact on traffic or air quality from the trial, and the one-way system achieves most of the objectives set for the scheme, it is recommended that the changes are made permanent.

(Cabinet Member for Transport, Infrastructure and Growth Decisions – 28 March 2023)

CABINET MEMBER OF THE MONTH – 25 APRIL 2023

NAME: Denise Turner Stewart**PORTFOLIO:** Communities and Community Safety

This is a challenging time for our communities. The after-effects of the pandemic and the cost-of-living crisis are being keenly felt by many residents, and our Communities Services are working hard to support them.

Effective community engagement is key at times like this, and we have introduced both Community Link Officers and Local Area Coordinators to work on the ground, directly with residents. This engagement work is part of the activity that will help us deliver our Empowered and Thriving Communities agenda, connecting with our communities in the areas where they live, asking them about their lives, and listening to their ideas for improvements, what is needed and what they might want to do for themselves.

Community Link Officers (CLOs) are now working in each of the 11 Districts and Boroughs. It's early days, but CLOs have started building strong connections with County Councillors and joining up with community groups and wider partners. Activities include:

- Keeping communities up to date and connected with current SCC initiatives, for example joining up a community project with the Greener Futures team to facilitate tree planting.
- Collaborating with community groups and local charities to make sure cost-of-living advice and support is reaching those most in need.
- Putting residents in touch with the Your Fund Surrey team to get community funding for a new community project and supporting them through the application process.
- Organising 'Let's Talk' events to bring communities together and listen to what they need.
- Meeting with members and sending out monthly activity updates to all Councillors. Updates are also going to District and Borough Leaders to share the activity and collaborations with D&B officers.

This work has been well received; one resident said *"I've been attending community meetings for years. There was always lots of talking but nothing would come out of it. But since this past year or so, I can really notice a shift; I am finally seeing things changing and starting to happen. I am really excited about it."*

Local Area Coordination: Our first four Local Area Coordinators in Surrey have so far received introductions to around 125 residents in local communities who need support to realise their vision of a good life. Introductions to our Local Area Coordinators are coming from a wide range of people and professionals and have been growing steadily. The most common routes are self-introductions, housing providers, family centres / outreach workers and family and friends. In terms of the support people are asking for, common themes include poor mental and / or physical health, social isolation, housing, and support to be more independent. We are also hearing that other professionals value the fact the local area coordinator can work with anyone – providing flexible, ongoing and proactive support rather than waiting for things to get worse. Local Area Coordinators are also able to share first hand testimonies about the hardships and challenges residents are facing through a variety of forums and meetings, including the Empowered & Thriving Communities Board.

In Hurst Green (near Oxted), the Local Area Coordinator has worked with residents to set up a craft club and pop-up café, which is leading to introductions to people who need support but don't know where to turn. For example, a resident recently opened up about issues they had been avoiding dealing with because of their mental health, which included reapplying for housing benefit. With a Local Area Coordinator alongside them, they have managed to pause a summons to Court for non-payment of Council Tax and are now engaging with specialist support to deal with the cause of their poor mental health. By attending the café weekly, they are also enjoying the company and support of other people for the first time in years. Despite living in the area for over four years they knew no one before, and felt socially isolated. They have said the kindness of the people they have met has been overwhelming. Although it will take time, they now feel they can begin to make decisions again and change their life for the better.

Here are some quotes from residents about the impact working with local area coordinators is having on their lives: *"Makes me get out of bed in the morning. I feel as though I have purpose again". "It's made me feel much more confident and helped me believe I can do things and accomplish them. I'm feeling a lot more positive now". "You saved my life. Before I met you, I was lost and now I have met new people and*

have somewhere to go every day". 'I was in an extremely dark place, and the only way out of it was because of the support I had from [their Local Area Coordinator]".

Our ambition is to see Local Area Coordinators in all key neighbourhoods. Following approval of a bid for funding from Surrey Heartlands we are expanding the team to another four locations. These were agreed by the partnership leadership group based on analysis of IMD and local data and insight and will be subject to community validation. We are currently recruiting a local area coordinator for Goldsworth Park (Woking), which will be followed by Stanwell (Spelthorne), Stoke (North Guildford) and Holmwoods (Dorking).

Towns & Villages: Following partnership discussions and [Cabinet approval on 28 March 2023](#) our Towns and Villages approach is now underway. This will accelerate effective ways of working so things are better joined up around residents and families and make sense in the places they live, in their unique town or village. The approach builds on positive examples to date where closer multi-agency and community collaboration at the scale of a town has delivered better outcomes for residents. For example, in Horley, where the development of a community vision for the town helped spark new wellbeing initiatives (e.g., the use of local green spaces), identified priority public realm and regeneration projects, and galvanised ambitions for better future skills provision. Elsewhere there has been positive progress in Farnham (town centre traffic management), Caterham (flood reduction), Staines (public realm) and Weybridge (community services, public realm).

By working more closely and effectively together, in defined local areas that are meaningful to our residents, councils, health, police, community, voluntary and charitable and business partners can work with communities to identify and address what matters to them. Over the spring and summer there will be a key focus on five priority towns identified through an analysis of our 27 strategic towns and 2 village areas (see Cabinet report for details). To move quickly, we are assigning lead officers and key roles from SCC teams to advance work with partners in these areas. In parallel we are planning ahead across all 29 areas with health, Districts and Boroughs, VCFS, and other partners to accelerate closer collaboration and deliver improvements with and for communities.

Your Fund Surrey (YFS): YFS was launched in November 2020. The Normandy Shop, our first funded project, has been built and is due to open in June, and Leatherhead and Dorking gymnastics, who have created a new accessible gym including a sensory room, is also developing at pace. The projects which are up and running are reporting much more in the way of positive benefits than at first envisaged, with, for example, more visitors, connections to GPs and social prescribing and local pubs adding cycle racks.

Applications are picking up and we are funding more and more projects including our largest funded project at 1.9million, creating a new community centre and pavilion in the heart of Oxted in Tandridge. This project really signifies what YFS is all about; a project created by the community, for the community leaving a lasting legacy. The Chair of Master Park Management Committee said *"Your Fund Surrey has saved Master Park. The generous grant you have awarded us will change us from being a "cap-in-hand" charity to a sustainable charity . . . we are very grateful, appreciative for all your hard work and ultimately we are very VERY happy"*. In addition to this, we have recently funded three smaller projects: a new accessible path around a nature reserve in Warlingham, a new 3G pitch at Oakwood school, a project in conjunction with the football association, and a new multi-use games area at a school in Cranleigh. All these projects will enhance the health and wellbeing of residents, encouraging all ages to be active and make new connections.

Members have the opportunity to make a difference in their communities by thinking carefully about how they can distribute the two pots of money that been allocated to them, and are being encouraged to do so. Your Councillor Community Fund (formerly MCA) for £5k is now live for the next financial year and is in addition to the £50k members have been allocated over the next 2 years for YFS small community projects. It is pleasing to see that applications are coming in already for both funds.

Voluntary, Community and Social Enterprise: In line with the council's objectives to enable a strong VCFS and support them through the impacts of the cost-of-living crisis and parallel increases in demand for their services, we worked creatively with the Community Foundation for Surrey to set up a Strategic Transformation Fund. Our £100,000 grant was match funded by corporates in Surrey and 21 charities benefitted from this. For example, a grant has been given to support the merger of the Citizen Advice charities in the South West to create a strong and effective charity to support residents. In

addition, all Citizen Advice charities received funding for 2023-24, to increase the welfare offer support, creating more outreach to points where vulnerable people may already be at, to ensure wherever possible, residents are taking up the benefits they are entitled to, and preventing more people from falling in to further financial and wider difficulties.

Our **Customer Services** Welfare line continues to work closely with Citizens Advice and Surrey Crisis Fund colleagues dealing with a range of enquires from benefits advice to emergency support and mental wellbeing issues. We saw an increase in calls relating to higher energy costs during the colder months, alongside a rise in food bank and community fridge queries too. To mitigate additional call volumes, Customer Services worked flexibly and were able to move and train team members on other enquiry lines as required - a benefit of centralised contact centres.

Active Surrey have now distributed all the Together Fund (£175K to community groups) and our Year 1 Opening Schools Facilities Funding (£250k per year for 3 years to schools' opening their facilities for community use) aligned to the H&W Board Priority Places and the Movement for Change strategy.

Libraries: 2023 marks the midway point in the Libraries and Cultural Services Transformation and its strategy to increase impact whilst reducing cost, which runs until 2025. We started by developing a workforce to deliver excellent customer service and improving IT provision to help more residents get on-line. This is part of the work to modernise, and develop library services which are fit for the future. Plans are also in place for the whole library estate. This will be delivered through capital investment, grants and funding awards so every library will benefit from the transformation programme. These changes, allowing us to deliver a modern, first class, county-wide service that meets and respond to local needs, will deliver an improved service offer for the benefit all our residents.

- **As Social hubs:** Libraries will increase and expand their current range of events and activities, signpost to local services by increased partnering with local groups, host drop-in sessions that support health and wellbeing and integrate seamlessly with partners in new co-located spaces in the heart of communities.
- **As Learning hubs:** Libraries will continue to offer a great range of books for all ages to build literacy and a love of reading as well as free access to IT and information all to support lifelong learning. The service will expand that offer by co-designing with local communities to provide greater access to new services, courses and resources to increase skills by working much more in partnership with local and national education providers to provide greater choice and opportunity for residents.
- **As Cultural hubs:** Libraries will utilise increased and improved flexible library spaces to deliver a more diverse range of events, performances and exhibitions, providing a focal point for community cultural life. This will encourage people to stay longer, supported with improved refreshment and toilet facilities.
- **As Economic Enablers:** Libraries will work with local and national partners to support business start-ups, SMEs and inventors to support high street regeneration. This will include the practical discovery of new technology, e.g., 3D printing and scanning, so libraries cement their places as community anchors, accessible to all, supporting wellbeing, ensuring no-one is left behind.

Surrey Arts recently held a gala concert featuring 350 young people, including Up Orchestra (an inclusive orchestra for young people), Together at Home (an online group for young people whose first language is Arabic), and Just So Singers (an inclusive choir for young people with additional needs).

Feedback from parents; *"I just wanted to say a huge thank you for the incredible gala concert you put together. It was honestly the most wonderful thing I have ever seen and a truly humbling experience."*
"You gave them an opportunity to be more than a label and the assumed limitations that come with that."

We are in the process of planning an Arts & Culture Festival, 'Connect to Culture', taking place in July in Redhill and Staines with a focus on skills development and providing an opportunity to undertake some early testing of ideas through co-design with young people, building on feedback gathered from 267 young people in Redhill/Merstham and 650 from Staines/Stanwell on what they would like to see more of in their areas, which indicates in both cases more creative/cultural activity as well as support into careers in the arts.

Surrey Fire & Rescue Service (SFRS): His Majesty's Inspectorate of Constabulary and Fire & Rescue Service's (HMICFRS) third full inspection of SFRS is currently underway and we look forward to hearing their comments and recommendations. In 2021, SFRS undertook an independent review of its culture and

an action plan to address areas for improvement was put in place. A second review completed in December 2022 showed a positive direction of travel for the service.

Investment in the redevelopment of Reigate fire station is seeking Cabinet approval this month. The project will deliver a new facility which will be able to accommodate the larger advanced technology fire appliances and improve the working environment for staff. Plans to redevelop Chobham and Lingfield fire stations are also well underway with works due to being later this year and options are being developed for new training facilities and the provision of a new firehouse at Wray Park. Bespoke personal protective equipment and specialist 4 x 4 vehicles have been procured to fight wildfires this summer.

In March the Youth Engagement Scheme Team hosted another week-long course at Leatherhead Fire Station for young people at risk of exclusion from school. 723 young people have now graduated from these courses which are early intervention schemes to help young people make better choices when they return to their place of education. Using firefighting activities such as running out a hose, wearing breathing apparatus and using ladders, the course aims to increase the young person's self-esteem and resilience.

In addition to ongoing campaigns around fire prevention for residents and businesses, SFRS are actively seeking community volunteers to support the development of the services' new community plan, which will come into effect in 2025. Volunteers will be asked to attend focus groups and take part in surveys. To sign up or to join, residents can visit SFRS's social media accounts and follow the links. People living or working near a Surrey Fire Station can also become On-Call Firefighters to help make their own communities safer. The dates for On-Call training nights are listed on the SFRS website, along with more information on the role and training offered, or residents can visit a local Fire Station and chat to the crew.

Serious Youth Violence - Surrey's Safer Communities Programme: SCC have worked in partnership with Surrey Police, the Office of the Police & Crime Commissioner and SFRS to provide Year 6 teachers with updated, trauma-informed resources to deliver community safety messaging to primary school children. The innovative materials are an enhancement of the PSHE curriculum, in line with Surrey Healthy Schools, and will teach pupils how to stay safe and build important life skills in an engaging and informative way. A primary school teacher and SENCO assistant described the materials as "*an amazing set of resources*" that she believes will positively impact a large number of young people.

Ellie Vesey-Thompson, the Deputy Police and Crime Commissioner, said: "*I am really excited to support the launch of this brilliant programme, that will directly enhance the support that teachers across the county can access from the whole Community Safety partnership in Surrey. We are really pleased that the new materials ... are focused on the early practical skills and resilience that individuals can take into life to tackle a range of situations. I hope these will help deliver memorable lessons that lead to building healthy relationships, discussions on making healthy choices that reduce the vulnerabilities that criminals exploit, and the simple message that the police and others are there for you when you need them.*"

Anti-Social Behaviour: In response to the launch of the Government's Anti-Social Behaviour (ASB) Action Plan, the Community Safety team are taking a proactive approach, working alongside Surrey Police, the Office for the Police and Crime Commissioner (PCC), and district/borough community safety leads. Key partners are meeting this month to consider the plan and Surrey's preparedness for delivering commitments. A forward plan is already in place to provide refresher training exploring ASB in all its guises to ensure we are the best position to tackle ASB through prevention and enforcement using the range of tools and powers available across the partnership.

Trading Standards have been working to protect young people from unsafe vapes; sales have risen rapidly, with marketing targeting younger people and many products uncompliant with safety legislation. The service has dealt with over 70 complaints about illegal sales, carried out 9 under-age sale test purchasing operations and seized over 5,500 non-compliant vapes.

In conclusion: I hope these snapshots have helped give a flavour of just some of the work being undertaken to support our communities as we work with them towards a vision of Surrey we can all be proud of. It is impossible to mention and credit the many dedicated staff working so hard for, and alongside, our residents, but I am grateful to them all. We must never lose sight of the people we serve and the importance of our Empowered and Thriving Communities agenda to ensure that no-one is left behind.

SURREY COUNTY COUNCIL

CABINET



DATE: 25 APRIL 2023

REPORT OF CABINET MEMBER: MARK NUTI, CABINET MEMBER FOR ADULTS AND HEALTH
NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY AND WASTE

LEAD OFFICER: LIZ BRUCE, EXECUTIVE DIRECTOR FOR ADULT SOCIAL CARE AND INTEGRATED COMMISSIONING
LEIGH WHITEHOUSE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR OF RESOURCES

SUBJECT: TRANSFORMATION OF ACCOMMODATION WITH CARE AND SUPPORT FOR WORKING AGE ADULTS: DELIVERY STRATEGY FOR MODERNISING AND TRANSFORMING ACCOMMODATION WITH SUPPORT FOR PEOPLE WITH MENTAL HEALTH NEEDS

ORGANISATION STRATEGY PRIORITY AREA: EMPOWERING COMMUNITIES AND TACKLING HEALTH INEQUALITIES

Purpose of the Report:

A paper was brought to Cabinet in November 2021 setting out Adult Social Care's (ASC) Accommodation with Care and Support Strategy for people with mental health needs (Surrey County Council, 2021)¹.

This report seeks Cabinet approval of the delivery strategy for the Accommodation with Care and Support (AwCS) Programme for Mental Health and in-principle approval of all five sites disclosed in Part 2 of this report for new Supported Independent Living (SIL) accommodation. This is subject to the completion of feasibility assessments and full financial business cases including affordability of delivery.

SIL will be delivered through a variety of mechanisms through Surrey County Council (the council) identified sites, through independent sector provision (both new and reprovisioned accommodation) and through partnership working with the district and borough councils (D&Bs).

¹ Surrey County Council (2021) *Transformation of Accommodation with Care and Support for Working Age Adults: Modernising and Transforming Accommodation with Support for People with Mental Health Needs*. Available at: <https://mycouncil.surreycc.gov.uk/documents/s82573/1.0%20Part%201%20Cabinet%20Report%20-%20Master%20Mental%20Health%20AwCS.pdf>

Recommendations

It is recommended that Cabinet:

1. Approves the delivery strategy for the Accommodation with Care and Support Programme for Mental Health.
2. Gives in-principle approval for the sites listed in Part 2 to be used for Supported Independent Living accommodation for people with mental health needs. Subject to successful completion of feasibility studies at the site, business cases will be presented to Cabinet to confirm final approval for the development of SIL accommodation at these sites including any required capital funding from the council.
3. Approves capital funding of £2.1m from the Corporate Feasibility Fund for a feasibility study to progress Supported Independent Living accommodation at five identified sites disclosed in Part 2 of this report.
4. Approves procurement of appropriate supply chain partners for the delivery of all associated services required for the feasibility studies (which includes appointments, contract award and negotiation of any contractual changes based on the appointments) in accordance with the council's Procurement and Contract Standing Orders.
5. Agrees that, regarding the procurement of supply chain partners for the feasibility studies, within the +/-5% budgetary tolerance level, the Executive Director of Resources and the Director of Land and Property are authorised to award such contracts.

Reason for Recommendations

Tackling health inequality and empowering our communities are two of the council's four strategic priorities. Poor mental health is a key factor in a range of conditions and personal situations, such as substance misuse, unemployment, poor physical health, that create and/or worsen health inequality. The mental health system in Surrey is under great stress and is struggling to manage the demands made upon it.

The mental health AwCS programme will contribute to tackling health inequality and empowering our communities by making sure no one is left behind. It will enable a strong focus on prevention and addressing services gaps, alongside improving outcomes for people with mental health needs. It will achieve this by focusing on three specific areas: **a place to call home, support to recover, and short-term support.**

The mental health AwCS programme will contribute to 'The Housing, Homes and Accommodation Strategy for Surrey' by ensuring that the council and partners are delivering the SIL needed for our residents.

Approving the sites in principle for mental health SIL, which are part of the council's current estate portfolio, will allow us to re-use or optimise existing freehold assets.

Background:

Demand for mental health services and the impact of the Covid-19 pandemic on mental health and wellbeing in Surrey

1. Demand for mental health services has continued to rise following the Covid-19 pandemic. In January 2020, there were 1,621 open cases with a primary social care need of mental health, which has now increased by 71% to 2,779 in January 2023. This does not capture clients who have mental health as a secondary need.
2. The Covid-19 resident survey (Surrey-i, 2020) found that some of the biggest impacts for mental health and wellbeing were reported by Surrey residents aged 16-34.² (Utilisation of mental health SIL for this cohort has risen 97% comparative to January 2020). The survey also found that lower income families had been disproportionately affected and where these two cohorts overlap, the impact on some young, low-income women was worse.
3. Analysis of projected demand for mental health services following the Covid-19 pandemic has been completed. The Centre for Mental Health projected that most need arising from Covid-19 should present between 2020-2023 and all need would present by 2025. However, as this research was conducted prior to the national lockdowns in November 2020 and January 2021, these events were not factored into the projection, and we are yet to see the plateau described. Where it is not currently possible to assert when demand following Covid-19 will plateau, demand in 2030 has been calculated as a range. This is then applied proportionally based on projected populations for each district and borough. The subsequent estimated projected deficit is 185-210 SIL units in 2030.

Table One: Analysis of Supported Independent Living Estimated Projected Demand, Existing Capacity and Future Requirements

Estimated Demand	2023 Capacity in Surrey	Estimated Projected Deficit in 2030
465 – 485 individuals	279 units	185 – 210 units

³

Role of accommodation with care and support

4. Providing safe, stable and good quality accommodation is essential to preventing mental health problems and can be a vital element to promoting recovery (Public Health England, 2019)⁴.

² *Impact of Covid-19 on our Communities | Surrey-i* (2020). Available at: <https://www.surreyi.gov.uk/covid-impacts/> (Published 16 Dec 2020).

³ The modelling assumes a 100% occupancy in all Dynamic Purchasing System settings, which would not be conducive to flow. The Royal College of Psychiatrists recommends a maximum bed occupancy of 85% (Mental Health Watch, 2023)

⁴ Public Health England (2019) *Mental health and wellbeing: JSNA toolkit: Mental health: environmental factors*. Available at: <https://www.gov.uk/government/publications/better-mental-health-jsna-toolkit/2-understanding-place> [Updated 25 Oct 2019]

5. A strengths-based and person-centred approach to developing accommodation with care and support for people with complex mental illness will encourage increased engagement with community occupations, more activities and higher levels of personal empowerment.
6. We have received positive feedback from individuals living in SIL. We worked with an individual, who has achieved improved mental health outcomes and independent living skills from Shared Lives SIL, to produce a video sharing their story. Shannon's Shared Lives Story can be viewed at the following link - [Surrey Supporting Residents to Live Independently – Shannon's Shared Lives Story](#)

Market Analysis of gaps in mental health Supported Independent Living provision

7. Market analysis has highlighted a requirement for SIL specialisms to meet complex mental health needs including mental health and Autistic Spectrum Disorder (ASD), Eating Disorders, Emotionally Unstable Personality Disorder, and individuals with a Forensic background.
8. Analysis of existing SIL has identified the requirement for more self-contained accommodation for individuals who would like to live in SIL and may be unable to live in shared accommodation due to certain risks or vulnerabilities. The proportion of self-contained SIL that needs to be delivered is approximately 70% (130 to 145 units) of the projected demand.
9. Geographical opportunities for development of SIL have been identified in Elmbridge and Waverley, where there is currently no provision, and Mole Valley, Tandridge, Epsom & Ewell and Spelthorne where there is limited provision.

Our transformative approach to specialist accommodation for people with mental health needs

10. Delivery of the programme will be via the three workstreams that make-up the AwCS mental health programme. The definitions for each workstream are outlined below:

A Place to Call Home – 'A Place to Call Home' is accommodation with support that meets the needs of people with long term and enduring mental health problems.

Support to Recover – 'Support to Recover' is accommodation that is medium term (up to 2 years) to help people recover and become more independent.

Short Term Support – 'Short Term Support' is accommodation with support options to help prevent a hospital admission, manage a crisis or to avoid homelessness.

Progress Achieved Delivering the Strategy

11. We have recruited a dedicated Mental Health Supporting Independence Team to review people in existing SIL and identify if that accommodation is still the most appropriate for them.

12. We are working with providers on the council's SIL Dynamic Purchasing System (DPS), to develop an equitable SIL offer for individuals with mental health needs in Surrey. The DPS has 20 providers with 81 provisions with 286 units available. Of these, 51 provisions are in Surrey and 30 are outside of Surrey. 266 units are shared accommodation and 20 are self-contained. Specialist SIL has been developed for people with complex mental health needs including people with a forensic background, Learning Disability and/or Autism and substance misuse.
13. Work is underway with providers to more accurately represent the gender split of Surrey's population and individuals known to Surrey mental health social care services on the DPS. There is clear evidence to show that women are underrepresented in SIL DPS accommodation. This is highlighted in the most recent performance data from DPS providers, where 65% of people are male and 35% are female in DPS accommodation. This is not comparable with the gender split of open cases to mental health social care teams and to the Surrey population as a whole, which shows that men comprise 49% of the Surrey population and women 51%.
14. The council's in-house mental health SIL, delivered by the Move to Independence service (MTI), currently offers 27 units of recovery focused SIL for individuals with a range of needs to support them to live in more independent accommodation within two years. The service also offers outreach support to individuals when they move on from the MTI service.
15. We completed a review of Housing Related Support (HRS) funded services for mental health, homelessness and other socially excluded groups. The outcome of the review was to extend all the HRS contracts and implement new contract documents and service specification. This achieved greater certainty for providers and increased their commitment to working together to improve services.

Delivering the Mental Health Strategy Workstreams

Providing Supported Independent Living on Council Owned Land

16. We are exploring the opportunity to develop council owned land for SIL. Land and Property, in partnership with Adult Social Care Commissioners, have completed initial site suitability and community viability assessments. This has identified five potential SIL sites for A Place to Call Home and Support to Recover. The site names and locations are available in the Part 2 report.
17. To support future site development we have co-produced a design specification for A Place to Call Home and Support to Recover accommodation. This specification was developed collaboratively drawing on expertise and input from Land and Property, a design consultant, operational colleagues, including occupational therapy, and a member of the Independent Mental Health Network, to represent service user voice.
18. The Sunbury Hub development, approved by Cabinet in July 2022 (Surrey County Council, 2022)⁵, will include six self-contained units of SIL for people with mental

⁵ Surrey County Council, 2022. *Sunbury Hub*. [Online]

Available at:

https://members.surreycc.gov.uk/documents/s86860/Sunbury%20Hub_Part%201.pdf

health needs. Land and Property will look to identify additional opportunities where SIL can be incorporated as part of future hub developments.

Market Development Through the New Dynamic Purchasing System

19. The programme continues to stimulate the market to develop specialist SIL to meet the complex mental health social care needs of individuals in Surrey. Many new providers who have applied and been accepted onto the council's the Dynamic Purchasing System (DPS) offer specialist services for people with complex mental health needs including people with a forensic background, Learning Disability and/or Autism and substance misuse.
20. A new DPS will be tendered in 2023 with planned 'go live' from 1 April 2024. This new DPS will cover mental health and disabilities. We are proposing to separate provider market services into a) Support to Recover and b) A Place to Call Home. Proposals were presented and feedback was gathered from all mental health social care teams, as well as identifying learning from the current DPS. A forum of SIL providers, health and social care professionals and housing colleagues was held on 14th March where feedback on our proposals was gathered. Focus groups with residents of SIL settings are underway. This feedback will be used to inform a refreshed service specification.

Expanding the Move to Independence Service

21. An appraisal of Adult Social Care's in-house recovery service, Move to Independence (MTI), has been completed and a business case has been developed and approved by Adult Social Care's leadership team to expand the service to support an additional 16 individuals. The expansion will take an area-based model to ensure equitable distribution of the service across Surrey. This will include an estimated 1 property of 4 units in the following areas: Reigate & Banstead and Tandridge, Mole Valley and Elmbridge, Spelthorne and Runnymede and Woking.
22. Performance data from financial year 2021/22 shows 88% of individuals who 'moved on' achieved more independent living outcomes within 2 years.
23. MTI will continue to work with wider partners; D&Bs, registered providers of social housing and health colleagues to secure properties to support the expansion of the service. We will work to negotiate nomination rights to ensure an equitable offer across Surrey. This is the current approach of MTI.

Accessing District and Borough Council Housing Stock

24. Working in partnership with D&Bs is essential to delivering additional SIL across the county. We are working collaboratively with D&Bs to identify sites for new build SIL as well as identifying existing housing that could be repurposed for SIL. These could include sheltered housing that is in low demand or general needs housing that could provide shared SIL.
25. In delivering their housing and homelessness duties, the D&Bs face significant challenges in finding suitable accommodation for individuals who present with challenging mental health needs and therefore working in partnership will deliver the best outcomes for Surrey's residents.

Short Term Support

26. The approach for implementing the Short-term Support workstream continues to be developed including how partners can be engaged to work in collaboration to explore system assets and resources to improve the accommodation with care and support offer.

Whole Strategy Delivery

27. The contribution that each of the workstreams is anticipated to make to the overall programme is summarised in the table below.

Table Two: Overview for delivery of 185 – 210 units of Mental Health Supported Independent Living

		Delivery Lead			
		Total Units	Council	Market	District and Borough Councils
Accommodation Type	Self-Contained Accommodation	(130 - 145) 70% of total projected demand	40%	40%	20%
	Shared Accommodation	(55 - 65) 30% of total projected demand	25%	75%	0%

Consultation:

28. Extensive consultation on these proposals has taken place including:
- Consultation with people of lived experience via the Independent Mental Health Network, which has endorsed the approach set out.
 - Internal partners including mental health operational teams, Land and Property and Public Health.
 - External partners including Surrey and Borders Partnership NHS Foundation Trust, Surrey Heartlands Integrated Care System, D&B Housing colleagues.

Risk Management and Implications:

29. There is a risk that it will not be possible to identify sufficient new accommodation and/or providers to meet the demand. Health and social care providers of services are experiencing ongoing problems recruiting and retaining staff. The council may wish to consider how as part of this programme it can make a positive contribution towards the recruitment and retention of staff.

30. A further mitigating factor for this risk is that mental health already has a dynamic purchasing system with 20 providers on it with more providers applying. By working with current providers to modify existing provision and develop new provision much of the demand could be met by this existing contract.
31. There is a risk that the new mental health SIL accommodation units that it is anticipated the council would need to provide the land to develop on and lead will not be affordable within available financial resources. We will continue to consider the financial viability of delivering this accommodation on council owned land through market testing and preparing full financial business cases.

Financial and Value for Money Implications:

32. The core assumption across the delivery of SIL on council owned land has to date been that any new accommodation developed on the council's own land will be broadly self-financing. The key assumption underpinning this approach is that the borrowing costs of any required capital expenditure and any ongoing revenue expenditure will be offset by a combination of cashable care package savings and rental income and service charges.
33. The current SIL accommodation available in the market means that people are not always able to access the right care and support at the right time in the right place. This may mean people remain in settings funded by the NHS or in high need social care services for longer than desirable, or in some cases people may have to wait to access support. The creation of new SIL accommodation will help address these issues and meet increased demand. This is aligned to the Council's strategic objectives to tackle health inequalities and an area that the Council is committed to improve. Although it is anticipated that the development of new SIL accommodation for people with mental health needs would reduce the level of increased spend required to meet increased demand, work undertaken to date indicates that this may not result in cashable care package savings for the council.
34. Although cashable savings may not be delivered through the development of new SIL accommodation, cost avoidance benefits are expected to be delivered. These benefits may be achieved by providing the right amount of care and support an individual requires over their lifetime through delivering care and support at the right time, in the right place. This will help reduce the lengths of stay and delayed discharges in more intensive settings (such as inpatient settings operated by the NHS), which are not aligned to the needs of the individual. It should also mean that less is spent across health and social care in supporting individuals over their lifetime care pathway than may otherwise be the case without the new SIL accommodation. Whilst important, these will not deliver cashable savings by reducing the amount currently spent on care packages and will not directly offset the cost to the Council of any capital investment required in developing the new SIL accommodation. It is likely that any capital investment deemed to be required for the development of SIL accommodation for people with mental health needs would not be fully self-financing in line with the current Medium Term Financial Strategy planning assumption.

We are exploring through market testing all potential delivery models to identify the most affordable options for the council. Should capital investment by the Council be required then this will need to be reviewed in terms of affordability in the context of

the Council's refresh of the capital programme for its Medium Term Financial Strategy.

35. Work is underway to assess the financial implications of different options of delivering SIL mental health accommodation on its own land. Decisions on the potential development of SIL accommodation on council owned land are important for its commitment to improving outcomes for people with mental health needs. Alongside this there is an urgent need to decide the future of the five sites set out in Part 2 of this paper, because there are costs for maintaining vacant sites. Firstly, there is the cost of maintaining the site. Secondly there is an opportunity cost from either not using them for another council purpose, or not selling the land if it is determined that the development of SIL accommodation at these sites is not viable for the council and no alternative use is identified.

Section 151 Officer Commentary:

36. 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 to ensure stable provision of services in the medium term.
37. In this context the Section 151 Officer recognises the need for expanding SIL accommodation for people with mental health needs but would highlight to Cabinet the importance of any future investment committed by the Council being financially sustainable within available resources. It is essential for the financial implications of the developing SIL accommodation on council owned land to be fully considered to identify affordable delivery models.
38. Therefore, the Section 151 Officer reinforces the need for confirmation of affordable delivery models to be completed and for further papers to be presented to Cabinet as required within a suitable timeframe. This will enable the Council to decide the best future use for the sites set out in Part 2 of this paper and ensures the Council does not maintain vacant sites pending decisions for longer than required.

Legal Implications – Monitoring Officer:

39. This paper follows on from a paper brought to Cabinet in November 2021 in relation to the Adult Social Care Accommodation with Care and Support Strategy for people with mental health needs. Approval is now sought in relation to a delivery strategy as well as in principle approval for five sites which includes proposals for the provision of Supported Independent Living accommodation.
40. At this stage initial site assessments have taken place to identify five council owned sites referred to in the Part 2 paper. The council has extensive powers under

legislation to facilitate the delivery strategy. These powers include provisions under Section 2(1) of the Local Authorities (Land) Act 1963, which provides that a local authority 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. As further site-specific information becomes available tailored legal advice should be sought to ensure that the council meets its legal obligations.

41. No procurement activity has taken place at this time; however, specific legal advice will be given during the procurement process to ensure that the relevant legislation in place at that time is complied with.
42. Cabinet is under fiduciary duties to residents in relation to spending of public monies. Accordingly, Cabinet Members will want to satisfy themselves that the proposals represent an appropriate use of the council's resources.'

Equalities and Diversity:

43. An initial Equality Impact Assessment (EIA) is included as Annex 1. This considers the particular implications of the SIL Programme of the Accommodation with Care and Support Strategy for people with one or more protected characteristics.
44. Positive impacts identified at this stage centre on:
- Residents' improved experience and outcomes
 - More people remaining independent within their own homes for longer
 - Accommodation that is fit for purpose
 - Accommodation that is fit for the future
 - Increased choice and control for individuals (and their carers/families).

Other Implications:

45. 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	Potential positive impact for looked after children because looked after children have a higher likelihood of requiring SIL.
Safeguarding responsibilities for vulnerable children and adults	Improving the accommodation options available for people with care and support needs can be expected to have a positive impact, ensuring that vulnerable adults can live within safe, secure environments with appropriate care and support services designed around their needs and aspirations. The effective management of Safeguarding and the requirements for reporting incidents is specified in the contract with care providers.
Environmental sustainability	SIL arrangements maximise on the value of accommodation being in close proximity to community facilities including public transport. The council will comply with best practice and any locally/nationally approved planning requirements.

<p>Compliance against net-zero emissions target and future climate compatibility/resilience</p>	<p>The proposed programmes have the potential to support Surrey's net-zero and resilience ambitions through supporting low carbon transport, green skills required to decarbonise homes, decarbonisation of businesses among others.</p> <p>The Programmes are at the early stage of development, the extent of impact will be assessed for each programme at design stage.</p>
<p>Public Health</p>	<p>SIL can positively impact on public health outcomes, including:</p> <p>Increased wellbeing and reduced isolation and/or loneliness through social inclusion, active participation in community life and engagement in learning opportunities / with support offers to employment (Mind, 2011)⁶</p> <p>Improved health outcomes resulting from improved contact with community health services.</p> <p>Improved wellbeing resulting in increased independent living skills, e.g., financial management, exercising, choice and control.</p> <p>SCC Public Health officers have been consulted on the Programme and have shared their endorsement for this approach.</p>

What Happens Next:

- 46. If Cabinet approve the recommendations the next steps will be to continue to drive through the workstreams on a place to call home, support to recover and short-term support.
- 47. Feasibility studies will be conducted to confirm that the sites are suitable for the development of SIL mental health accommodation. Concurrently, work will continue to determine delivery models for developing accommodation on the sites set out in the Part 2 paper, led by Land and Property officers. The financial implications for the council of these options will be modelled.
- 48. Continue working with partners including Surrey and Borders Partnership NHS Foundation Trust, Surrey Heartlands Integrated Care System, D&Bs, existing providers and people with lived experience to deliver this challenging strategy.
- 49. Continue to refine and track any cost avoidance savings that can be achieved via this approach.

⁶ Mind, 2011. *Five Ways to Wellbeing*. [Online]
 Available at: <https://www.mind.org.uk/media-a/5740/five-ways-to-wellbeing.pdf>

50. Subject to successful completion of feasibility studies and identification of appropriate delivery models, the indicative timelines for the delivery of Supported Independent Living on the sites set out in the Part 2 paper are as follows:

Activity	Indicative timeline for completion
Full business cases presented to Cabinet	Autumn 2023
Design and planning	Spring 2024
Contractor appointment and mobilisation	Spring 2024
Construction begins	Summer 2024
Handover and residents move in	Summer 2025

8

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Consulted:

District and Borough Council Housing colleagues

Independent Mental Health Network

Surrey and Borders Partnership NHS Foundation Trust

Surrey Heartlands Integrated Care System

Annexes:

Annex 1: Equality Impact Assessment

Annex 1 Appendix 1: Mental Health Commissioning Map of DPS Providers November 2021

Part 2 Report

References

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Annex 1: Equality Impact Assessment

Accommodation with Care and Support Needs for People with Mental Health and/ or Substance Misuse Needs Programme

Question	Answer
Did you use the EIA Screening Tool?	Yes

1. Explaining the matter being assessed

8

Explaining the matter being assessed	
What policy, function or service change are you assessing?	<p>Background</p> <p>Now and in the coming years, Surrey County Council (SCC) face's unprecedented financial challenges in meeting care and support needs in Surrey. In response to some of these challenges our Accommodation with Care and Support strategy (AwCS) sets out the overarching approach for all accommodation based services we commission and provide for residents of Surrey. The aim of the AwCS strategy is to deliver accommodation with care and support by 2030 that will enable people to access the right health and social care at the right time in the right place, with appropriate housing for residents that helps them to remain independent, achieve their potential and ensures nobody is left behind. There are three distinct programmes within the AwCS Strategy. With mental health being the most recent addition to this strategy and programme of work. Which was formally included in January 2021.</p> <ol style="list-style-type: none">1. Extra Care Housing for older people2. Supported Independent Living for working age adults with learning disabilities and/or autism3. Supported Independent Living for working age adults with mental health needs <p>Mental health is a priority for SCC. The Surrey Mental Health Summit took place in November 2020 and was a valuable</p>

awareness raising and ‘call to arms’ event which renewed commitment and energy to work together as system partners to design and invest in transformative solutions that will improve emotional wellbeing and mental health outcomes for the residents of Surrey. The summit highlighted the inequalities that people with mental health needs face.

Surrey Heartlands Integrated Care System set up a task force to [review](#) mental health services following a rise in demand due to the pandemic and concern that some residents were being poorly served. The review was conducted in spring 2021 and gathered evidence from more than 150 people – including those who have used mental health services and staff who work within them.

A report by the [Centre for Mental Health](#) published in November 2020 found that some groups of people have far poorer mental health than others, often reflecting social disadvantage. In many cases, those same groups of people have less access to effective and relevant support for their mental health, and if they do get support, their experience and outcomes are often poorer. This triple barrier of mental health inequality affects large numbers of people from different sections of the population.

There is a large body of evidence both nationally and locally setting out the increase in mental health need and the predicted increase in demand for services. The pandemic has intensified the increase in people with a mental health need as evidenced by the number of people open to Adult Social Care (ASC) with a primary client category of mental health: in January 2020 there were 1,621 open to ASC and in September 2021 there were 2,353. Alongside the local evidence of increased demand, the Centre for Mental Health forecasts that 8.5 million adults will require mental health support as a direct result of the pandemic over the next 3-5 years.

As part of the Mental Health Commissioning team’s response to the pandemic a number of audits were undertaken to identify specific needs and gaps in services. One of the audits undertaken was a system wide one in partnership with Surrey and Borders Partnership Trust, Clinical Commissioning Groups and SCC which identified 71 highly complex people who were inappropriately accommodated. These people had a range of complex needs include eating disorders, emotionally unstable personality disorder, autism spectrum disorder and a forensic history. The [market position statement](#) from 2018 outlines a summary of supply and demand and provides an overview of the

	<p>market and where there are gaps in provision. The market position statement further support the need for accommodation and support for people who have complex needs.</p> <p>The mental health AwCS Programme has three workstreams:</p> <ol style="list-style-type: none"> 1) People have a place to call home - that meets people’s long-term accommodation with support needs. This would include ongoing support from highly skilled staff who can help people with a range of mental health needs including those who have more complex needs through to those who benefit from a small amount of support to stay well and included in the community. 2) People have access to recovery support – that is medium term and helps people to recover. This can be high/ medium/ low need support from highly skilled staff who can support people including those with more complex needs. Aimed at enabling people to move into a place to call home in two years. 3) People have access to short term accommodation with support – this is accommodation with support options to help prevent a hospital admission, manage a crisis or to avoid homelessness. This could be spending a few nights in temporary accommodation then going home again or staying for a number of weeks whilst accommodation is identified to prevent someone being homeless.
<p>Why does this EIA need to be completed?</p>	<p><u>Reason for Requirement of EIA</u></p> <p>This document is to assess the impact on people with protected characteristics of the implementation of a strategic, whole systems commissioning approach for accommodation with care and support for adults with a mental health and/or substance misuse needs.</p> <p>The priority for this area of delivery is to ensure that sufficient high quality, affordable accommodation with care and support is available and that it meets the service user’s needs and enables them to achieve their identified outcomes towards recovery.</p>
<p>Who is affected by the proposals outlined above?</p>	<p><u>People Affected by the Proposals Outlined Above</u></p> <p>Adults aged 18 and over who:</p> <ul style="list-style-type: none"> • Have an identifiable mental health and/or substance misuse issue; and • Are a resident and eligible for a services in Surrey. <p>Others affected by the proposals above include:</p>

	<ul style="list-style-type: none"> • Carers/family members of the above people who use services. • Providers of services. • SCC staff working in the Council’s Move to Independence Team. • SCC Staff working in ASC Mental Health.
<p>How does your service proposal support the outcomes in the Community Vision for Surrey 2030?</p>	<p><u>Supporting the Outcomes of the Community Vision for Surrey 2030</u></p> <p>The Community Vision for 2030 promotes the independence of the individual in all scenarios and underpins the approach taken by ASC to the delivery of care and support. The AwCS Strategy seeks to ensure that adults with mental health and or substance misuse needs are supported to <i>‘live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community’</i>. The Vision’s commitment that <i>‘no one is left behind’</i> has particular resonance for the target group of the strategy.</p> <p>The delivery of the Strategy examines how a number of the underpinning ambitions of the Vision will be achieved for adults with mental health or substance misuse needs, specifically:</p> <ul style="list-style-type: none"> • Everyone has a place they can call home with appropriate housing for all. • Businesses in Surrey thrive. • Everyone benefits from education, skills and employment opportunities that help them succeed in life. • Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing. • Everyone gets the health and social care support and information they need at the right time and place. • Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life.
<p>Are there any specific geographies in Surrey where this will make an impact?</p>	<p><u>The Geographical Impact of the Programme</u></p> <p>There is not an equitable geographic offer of support and accommodation for people with mental health needs across the county. There is an existing Mental Health and Substance Misuse Supported Living Dynamic Purchasing System. As of September 2021, there are 13 providers on the Dynamic Purchasing System, offering 264 units. The map below identifies where ASC commissions supported living. The map clearly highlights that there are some geographical areas with limited access to supported living accommodation. This programme of work will aim to address those geographical gaps and create a more equitable spread of services across the county.</p>

	<p>Please see Appendix 1: Mental Health Commissioning Map of Current Dynamic Purchasing System Providers</p>																														
<p>Briefly list what evidence you have gathered on the impact of your proposals</p>	<p><u>Evidence of the Impact of the Proposals</u></p> <p>The Independent Mental Health Network has received several presentations in the summer of 2021 on the proposed Mental Health AwCS programme and has endorsed the proposal at its regular IMHN meetings.</p> <p>To support the development of the Mental Health and Substance Misuse Supported Living Dynamic Purchasing System in 2017/18 a number of research events were held with people currently in supported living. See details of events and participants below.</p> <p>The table below shows a list of providers who hosted an event, date of the event and number of participants:</p> <table border="1" data-bbox="547 958 1477 1245"> <thead> <tr> <th>Host</th> <th>date of event</th> <th>number of participants</th> </tr> </thead> <tbody> <tr> <td>Change Grow Live</td> <td>16/02/2017</td> <td>3</td> </tr> <tr> <td>Independent MH Network</td> <td>06/06/2018</td> <td>6</td> </tr> <tr> <td>Move to Independence Service</td> <td>12/06/2018</td> <td>3</td> </tr> <tr> <td>Together</td> <td>14/08/2018</td> <td>2</td> </tr> <tr> <td>Comfort Care</td> <td>23/07/2018</td> <td>7</td> </tr> </tbody> </table> <p>The table below shows the number of organisations and participant attendees at Market Engagement Events:</p> <table border="1" data-bbox="547 1357 1477 1543"> <thead> <tr> <th>Date of Market Engagement Event</th> <th>Number of organisations</th> <th>number of participants</th> </tr> </thead> <tbody> <tr> <td>04/10/2017</td> <td>28</td> <td>54</td> </tr> <tr> <td>23/03/2018</td> <td>18</td> <td>42</td> </tr> <tr> <td>12/11/2018</td> <td>28</td> <td>41</td> </tr> </tbody> </table> <p>In addition to the qualitative research, a comprehensive review of the quantitative data for this project is contained within the Accommodation with Care and Support Mental Health/Substance Misuse Summary Report 2017 which informed the market position statement, available at:</p> <p>https://www.surreycc.gov.uk/_data/assets/pdf_file/0019/157150/Accommodation-with-care-and-support-mental-health-statement.pdf</p> <p>It used the following data sources:</p>	Host	date of event	number of participants	Change Grow Live	16/02/2017	3	Independent MH Network	06/06/2018	6	Move to Independence Service	12/06/2018	3	Together	14/08/2018	2	Comfort Care	23/07/2018	7	Date of Market Engagement Event	Number of organisations	number of participants	04/10/2017	28	54	23/03/2018	18	42	12/11/2018	28	41
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12/11/2018	28	41																													

Adult Psychiatric Morbidity Survey (2007)
Mental Health Public Value Review 2012
Mental Health Accommodation Services Report 2013
The Mental Health & Housing Protocol 2016
Emotional Wellbeing & Adult Mental Health Strategy 2014-2017
Surrey Substance Misuse Strategy
“A Place for Everyone”: Surrey Mental Health & Social Inclusion Strategy, 2012-2015

In addition, reference was made to the following published reports when devising the service specification:

Mental Health Foundation ‘Mental Health and Housing’ Policy Paper 2016
Age UK ‘Hidden in plain sight. The unmet mental health needs of older people’ October 2016
Killaspy H et al ‘Quality of life, autonomy, satisfaction, and costs associated with mental health supported accommodation services in England: a national survey’ *Lancet Psychiatry* 2016; 3: 1129–37
NIHR research on support for people with severe mental illness: March 2018 Themed Review

‘FORWARD THINKING NIHR research on support for people with severe mental illness.’

Krotofil, J., McPherson, P., & Killaspy, H. (2017, In press).

Service user experiences of specialist mental health supported accommodation: A systematic review of qualitative studies and narrative synthesis. *Health & Social Care in the Community*. DOI:10.1111/hsc.12570

2. Service Users / Residents

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

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

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

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



Age

Question

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

By 2030 the Office of National Statistics (ONS) project that the adult surrey population will increase by 30,400 people. The greatest increase will be among people who are 65 and over which is expected to rise by 41,300 people. The increase among working aged adults from 18 – 64 is projected to rise by 18,600 people (source POPPI & PANSI). Data from Poppi and Pansi is based on the latest subnational population projects available for England (Published March 2020) are full 2018-based and project forward the population from 2018.

Age range of people	2020	2025	2030
People aged 18-24	88,800	88,600	99,000
People aged 25-34	129,800	126,200	120,900
People aged 35-44	158,800	153,100	147,100
People aged 45-54	173,800	169,500	166,000
People aged 55-64	151,100	161,200	159,500
People aged 65-69	56,900	62,700	72,300
People aged 70-74	59,600	52,900	58,500
People aged 75-79	43,900	53,800	48,300
People aged 80-84	33,200	37,100	45,800
People aged 85-89	22,300	24,300	27,700
People aged 90 and over	14,200	15,700	17,700
Total	932,400	945,100	962,800

This projected rise in the adult population in Surrey and the ageing population, is likely to lead to an increase in the prevalence of mental health problems, and in turn projected use of services (source: Joint Strategic Needs Assessment (JSNA) Wellbeing and Adult Mental Health).

Equality Impact Assessment

Question

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

Data from ASC care system LAS in September 2021 indicates that of the **2,353** adults whose primary client category is 'Adult Mental Health' the largest number of people are aged from '55 to 64'; 467 people (19.85%), and the second largest are aged from '35 to 44'; 363 (15.43%). The age groups with the fewest number of people are '18 to 24' and '85+'; 162 people (6.88%) per age group.

The table below shows a breakdown of the age of people with a primary client category of Mental Health from LAS:

Age	Count of LAS Person ID	Percentage
18 to 24	162	6.88%
25 to 34	298	12.66%
35 to 44	363	15.43%
45 to 54	415	17.64%
55 to 64	467	19.85%
65 to 74	263	11.18%
75 to 84	223	9.48%
85+	162	6.88%
Grand Total	2353	100.00%

Question				
What information (data) do you have on affected service users/residents with this characteristic?				
Impacts		Positive		
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
+The market position statement identifies that any new provision should be designed to meet the needs of an aging population. Accessibility and adaptations should therefore be considered during the design phase.	Care packages can be better tailored to individual needs within independent living settings, with the provision of flexible personalised care and shared care. This will prevent the necessity for many individuals to move as they age.	The establishment of a flexible care and support commissioning offer to go alongside the provision of accommodation.	This will be on-going.	ASC MH Locality Teams will lead the consideration of individuals' needs; the commissioning team will lead on ensuring greater diversity of options is available.
+ Residents will have increased choice with more accommodation options available to meet their age and care needs.	The Council's ambition is to develop a range of housing options across the county which are suitable for an aging population.	Ensure that an appropriate mix of accommodation is developed to cater for an aging population.	This will be on-going.	ASC MH Locality Teams will lead the consideration of individuals' needs; the commissioning team will lead on ensuring greater diversity of options is available.

Equality Impact Assessment

Question				
What information (data) do you have on affected service users/residents with this characteristic?				
+ Accommodation that offers longevity with purpose-built buildings that are fit for the future for an aging population.	SCC developments will be newly built or re-purposed to a design standard that meets the needs of an aging population and enables future modification such as adaptations. SCC will work with the independent sector to ensure that any accommodation they develop is in the right location and will meet people's changing needs as they age. SCC will work with providers to assess the future viability of existing schemes. This will prevent the necessity for many individuals to move as they age.	Clear design brief for SCC developments incorporating technologies. Clear expectations of the independent sector to ensure accommodation is fit for purpose and fit for the future.	This will be on-going as new housing options are delivered.	Commissioning Team and Property Services.

Question				
What information (data) do you have on affected service users/residents with this characteristic?				
+ Preventative approach, reducing risk of being admitted to hospital due to age related conditions, or needing to stay in hospital longer than necessary.	Living independently allows greater scope for an individual to make choices and take risks. The risk of hospital admission from these settings may be higher if mitigations aren't in place and this will be most likely to affect those with greater needs and might disproportionately affect older age-groups and they develop age related conditions as well as their Mental Health conditions.	Work with care and support providers to ensure individuals are supported to make informed decisions and understand risk. Incorporate design measures and technologies into accommodation that reduce risk. Support will be personalised and will take account of individual needs and therefore age-related conditions.	On-going for the lifespan on the Strategy.	MH Commissioning Team will lead on work with providers and health commissioners; ASC MH Locality Teams will lead the discussion with individuals and their families.
Impacts	Negative			
No negative impacts have been identified	N/a	N/a	N/a	N/a
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of	The Accommodation with Care and Support Transformation Programme also includes a programme of work on extra care for older people. One of the underlying principles of this work is that it has been agreed that any new extra care developments will be open to older adults who also have a mental health and or substance misuse need.			

Equality Impact Assessment

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None known

Disability

Question
<p data-bbox="165 459 1630 491">What information (data) do you have on affected service users/residents with this characteristic?</p> <p data-bbox="165 539 2083 678">Surrey has a slightly higher excess mortality rate in adults with serious mental illness. Poor mental health can lead to a poor lifestyle and increased risk-taking behaviours such as excessive drinking, smoking, poor nutrition and lack of exercise. These are risk factors for serious physical illness, particularly coronary heart disease and cancers. The prevalence of these modifiable risk factors is much higher for people with mental health problems and increases with the severity of the mental health problem.</p> <p data-bbox="165 687 2083 826">People with common and more serious mental health needs have lower life expectancy and a 0.7 and 3.6 times higher mortality rate (respectively), than those without mental health needs. People with schizophrenia and bipolar disorder die an average 15-20 years earlier than the general population – they have 4.1 times overall risk of dying prematurely; have 3 times the risk of dying from Coronary Heart Disease (CHD) and a 10 fold increase in respiratory disease deaths.</p> <p data-bbox="165 874 2083 975">People with one long term condition are two to three times more likely to develop depression; people with three or more long term conditions are seven times more likely. (Source: JSNA). Increasing evidence suggests that people with disabilities experience poorer levels of health than the general population (WHO 2011 World Report on Disability).</p>



Question

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

The table below shows a breakdown of people with a primary client category of Mental Health in terms of their latest primary support reason. The data has been gathered from LAS:

Latest Primary Support Reason	Count of Las Person Id	Percentage
Learning Disability Support	71	3.02%
Mental Health Support	1569	66.68%
Physical Support	298	12.66%
Sensory Support	7	0.30%
Social Support	87	3.70%
Support with Memory and Cognition	129	5.48%
Unknown	192	8.16%
Grand Total	2353	100.00%

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Impacts	Positive
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Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
+ Residents will have increased choice with more accommodation options available to meet their care needs related to their disability.	The Council's ambition is to develop a range of accessible housing options across the county to meet a range of needs.	Ensure that an appropriate mix of accommodation is developed to cater for a range of needs.	This will be on-going.	ASC MH Locality Teams with lead the consideration of individuals' needs; the commissioning team will lead on

Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
				ensuring greater diversity of options is available.
<p>+ Evidence suggests residents in Independent Living accommodation have better experiences and outcomes than in residential care settings. Flexible care that can adapt to individual disability needs, enabling them to remain in Independent Living housing as their care needs change with complementary provision e.g. pathways to employment.</p>	<p>Care packages can be better tailored to individual needs within independent living settings, with the provision of shared care and flexible personalised care.</p>	<p>A specification is being developed for a new Framework for Supported Independent Living that will establish the quality standards that providers are expected to achieve. This will complement the provision of accommodation.</p> <p>The Commissioning Team are developing asset-based commissioning and pathways to employment to facilitate social inclusion.</p>	<p>This will be delivered throughout the lifespan of the Strategy.</p>	<p>MH Commissioning Team</p>
<p>+ Individuals will receive high quality care and support, in an integrated way between health and social care to meet the needs of their disability.</p>	<p>Some adults with a Mental Health condition will have additional health needs compared with other people. They are known to experience worse outcomes across several areas of health and wellbeing and often require reasonable adjustments to enable them to access services.</p>	<p>Further work is planned with health commissioners to ensure that primary and secondary care providers (GPs, Dentists etc) are responsive and aware of their responsibilities.</p>	<p>This will be delivered throughout the lifespan of the Strategy.</p>	<p>MH Commissioning Team</p>

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Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
	Providers will be expected to support people to access universal and specialist health services and to work with individuals to support them to have good physical and mental wellbeing.			
+ Individuals with more complex needs will be able to access more bespoke support locally.	Current contractual arrangements with care and support providers don't have sufficient provision for people with more complex needs and challenging behaviours.	The establishment of a flexible care and support commissioning offer catering for a range of needs to go alongside the provision of accommodation.	This will be delivered throughout the lifespan of the Strategy.	MH Commissioning Team
Impacts	Negative			
-There is a risk that not all accommodation will be fully accessible for wheelchair users. In the short term this would mean only a provider with accessible accommodation being commissioned, reducing the choice available to the client.	SCC developments will be newly built or re-purposed to a design standard that meets the needs of an aging population and enables future modification. SCC will work with the independent sector to ensure that any accommodation they develop is in the right location and will meet people's changing needs as they age. SCC will work with providers to assess	Ensure that an appropriate mix of well-designed accessible accommodation is developed to cater for a range of needs, and which is accessible throughout a persons' life.	This will be delivered throughout the lifespan of the Strategy.	ASC MH Locality Teams will lead the consideration of individuals' needs; the MH commissioning team will lead on ensuring greater diversity of options is available.

Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
	the future viability of existing schemes. This will prevent the necessity for many individuals to move as they age.			
-People with disabilities may experience some disruption during any redevelopment and building work to expand the provision of Independent Living services, as some providers are looking to redevelop existing schemes to support a deregistration from care home status (to supported living).	It is not envisaged that this will particularly affect any group more than another however, more detailed consideration would need to be given to people whose disability means they find it difficult to deal with change and experience high levels of anxiety (e.g. ... etc).	The process of redevelopment by external providers will be supported by commissioning teams. Residents will be decanted to alternative properties to avoid distress/anxiety wherever this is preferable. ASC MH Locality Teams will assist regarding individuals' plans.	This will be on-going as the programme of redevelopments is progressed.	The provider - external providers and In-house Service Delivery.
Question	Answer			
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of	The Accommodation with Care and Support Transformation Programme also includes a programme of work on Independent Living for people with Learning Disabilities, the Mental Health programme is working closely with officers from this programme and will use any learning in terms of property design.			
Question	Answer			
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None known.			



Gender Reassignment

Question	
What information (data) do you have on affected service users/residents with this characteristic?	
<p>The general evidence base shows that people who are transgender are at higher risk of mental disorder, suicidal ideation, drug and alcohol use, deliberate self-harm and more likely to report psychological distress. They are also more vulnerable to certain factors that increase risk, for example being bullied, discrimination and verbal assault and social isolation (source: JSNA Wellbeing and Adult Mental Health).</p> <p>The Gender Identity Development Service Evidence Base states “Internalising problems (such as anxiety and depression) seem to be more common in adolescents with GD than externalizing difficulties (such as ‘oppositional defiant disorder’ or outward aggression) (de Vries et al, 2010). Within GIDS, the three most common associated difficulties at the moment of coming to the service were bullying (47%), low mood/depression (42%) and self-harming behaviour (39%) (Holt et al, 2014)”.</p>	
Impacts	Positive

Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>+Supported living providers will be expected to provide opportunities and be responsive to the needs of transgender people.</p>	<p>Care packages can be better tailored to individual needs within independent living settings, with the provision of flexible personalised care and support to meet the needs of transgender people.</p>	<p>The specification for the provision of care and support includes KPIs that require providers to offer support to everyone who is eligible regardless.</p> <p>Support providers will be expected to be non-judgemental and provide opportunities and be responsive to the needs of transgender people.</p> <p>Providers to ask for feedback from clients.</p> <p>Demographics to be regularly monitored and have ongoing discussion with providers.</p> <p>Contracts to be regularly monitored.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.</p>
<p>Impacts</p>	<p>Negative</p>			



Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>-There will be a mix of accommodation – some shared and some self-contained housing. There may be some reaction from individuals in shared accommodation if an individual chooses to undergo gender reassignment.</p>	<p>Accommodation will mostly be in the form of self-contained flats which will make it easier for people to express a desire for and to pursue gender reassignment should this be their choice. Shared accommodation will have communal facilities such as bathrooms and communal living rooms.</p>	<p>Support providers will be expected to provide opportunities and be responsive to the needs of transgender people.</p> <p>It is not anticipated that the risk of adverse reaction is any greater in supported living arrangements than in care homes.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.</p>

Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p>	<p>As part of the ongoing commissioning activity around supported living accommodation the need for specialist services is already known and existing providers are now offering single sex accommodation. Providers are also being approached if there is need for more bespoke or individual accommodation to assist people in their recovery.</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	<p>None Known</p>

Equality Impact Assessment

Pregnancy and maternity

Question

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

The table below includes data gained from Perinatal Mental Health for England and Surrey PHE (2017/18) which shows the time frame from one year before to 18 to 24 months after the birth of the child:

Indicator Name	England	Surrey
Postpartum psychosis: Estimated number of women	984	20
Chronic SMI in perinatal period: Estimated number of women	984	20
Severe depressive illness in perinatal period: Estimated number of women	14766	294
Mild-moderate depressive illness and anxiety in perinatal period (lower estimate): Estimated number of women	49219	981
Mild-moderate depressive illness and anxiety in perinatal period (upper estimate): Estimated number of women	73828	1472
PTSD in perinatal period: Estimated number of women	14766	294
Adjustment disorders and distress in perinatal period (lower estimate): Estimated number of women	73828	1472
Adjustment disorders and distress in perinatal period (upper estimate): Estimated number of women	147656	2944

Impacts

Positive



Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>+Current provision is not designed for expectant or new mothers, but service providers would be expected to support the woman to access ante natal care and support the woman to find more appropriate accommodation for mother and baby.</p>	<p>Care packages can be better tailored to individual needs within independent living settings, with the provision of flexible personalised care and support to meet the needs of residents.</p>	<p>Support providers will be expected to provide opportunities and be responsive to the needs of pregnant people. They will be expected to engage health and social care professionals to support pregnant residents to access suitable health, social care and appropriate accommodation to meet their on-going needs.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.</p>

Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p>	<p>None Known</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	<p>None known</p>

Equality Impact Assessment

Race including ethnic or national origins, colour or nationality

Question																												
What information (data) do you have on affected service users/residents with this characteristic ?																												
<p>Rates of mental health vary by ethnicity. The Data visualisation shows that black males are more likely to be diagnosed with a psychotic disorder; Asian females are more likely to be diagnosed with a common mental health disorder and white females and other mixed and multiple ethnic groups are more likely to experience suicidal thoughts.</p> <p>The majority of the Surrey adult population (83.5%) reported their ethnic group as “White British” in the 2011 Census. Other white ethnic groups; “Irish, “Gypsy or Irish Traveller” and “Other White” (6.9%), then “Indian” (1.8%) followed by Pakistani (1.0%). Surrey has a significantly lower than England percentage of mixed/multiple groups 2.08 vs 2.25, Asian or Asian/British 5.6 vs 7.8, Black of Black/British 1.1 vs 3.5 and other ethnic groups 0.8 vs 1.0 (2011) and ranks 3rd highest among its CIPFA neighbours (CIPFA range: 2.5 – 14.6) For other ethnic groups Surrey is the highest among its CIPFA nearest neighbours. Hence. Surrey likely to have more ethnic groups suffering with mental health issues (source: JSNA Wellbeing and Adult Mental Health).</p> <p>The table below shows a breakdown of the main ethnicity groups of people with a primary client category of Mental Health. The data has been gathered from LAS:</p>																												
<table border="1"> <thead> <tr> <th>Ethnicity</th> <th>Count of Las Person Id</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Asian</td> <td>61</td> <td>2.59%</td> </tr> <tr> <td>Black</td> <td>52</td> <td>2.21%</td> </tr> <tr> <td>Chinese</td> <td>6</td> <td>0.25%</td> </tr> <tr> <td>Mixed</td> <td>43</td> <td>1.83%</td> </tr> <tr> <td>Other Ethnic Group</td> <td>31</td> <td>1.32%</td> </tr> <tr> <td>Unknown</td> <td>320</td> <td>13.60%</td> </tr> <tr> <td>White</td> <td>1840</td> <td>78.20%</td> </tr> <tr> <td>Grand Total</td> <td>2353</td> <td>100.00%</td> </tr> </tbody> </table>		Ethnicity	Count of Las Person Id	Percentage	Asian	61	2.59%	Black	52	2.21%	Chinese	6	0.25%	Mixed	43	1.83%	Other Ethnic Group	31	1.32%	Unknown	320	13.60%	White	1840	78.20%	Grand Total	2353	100.00%
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Impacts	Positive																											

Equality Impact Assessment

<p>+Supported Independent Living accommodation facilitates independence, choice and control for people with different cultural/race needs.</p>	<p>Care packages within independent living settings can be better tailored to individual needs including ethnic and cultural needs through the provision of shared care alongside flexible personalised care.</p>	<p>The specification for the provision of care and support includes KPIs that require providers to offer support to everyone who is eligible regardless, but responsive to ethnicity and race and ensure that clients are supported to maintain practices central to their identification with a particular race or ethnicity (e.g. halal food). Contracts will be regularly monitored.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.</p>
<p>Impact</p>	<p>Negative</p>			
<p>-The needs of the traveller and Romany community may not be met by this type of service provision.</p>	<p>Care and support packages within independent living settings are expected to work with individuals to tailor the care and support they receive to their individual needs including ethnic and cultural needs and promote independent decision making. This is already in place with floating support services and GRT.</p>	<p>The specification for the provision of care and support includes KPIs that require providers to offer support to everyone who is eligible regardless of their race, ethnicity, national origins, colour or nationality. Contracts will be regularly monitored.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.</p>

Equality Impact Assessment

Question	Answer
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of	None Known.

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None known



Religion or belief including lack of belief

Question																												
What information (data) do you have on affected service users/residents with this characteristic?																												
<p>LAS data (September 2021) indicates that of the 2,353 adults whose primary client category is 'Adult Mental Health' the majority (54.87%) are recorded as 'Unknown', 717 people (30.47%) identify as Christian, 238 people (10.11%) identify as having 'No Religion or Belief' and 31 people (1.32%) identify as 'Muslim'. Under 1% of people identify as Hindu or 'Buddhist'.</p> <p>The breakdown in the table below is by main religious groups to ensure confidentiality – 'Other Religion or Belief' includes Agnostics, Druidism, Humanism, Jewish, Paganism, Personal Belief System and Spiritualist.</p>																												
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Impacts	Positive																											

Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>+ Supported Independent Living facilitates greater independence, choice and control for people's religion or belief than residential care.</p>	<p>Care packages within independent living settings can be better tailored to individual needs including religious needs through the provision of shared care alongside flexible personalised care.</p>	<p>The specification for the provision of care and support includes KPIs that require providers to offer support to everyone including their religion or beliefs.</p> <p>In addition, they will be expected to encourage and support people to maintain practices associated with their religion and to access places of worship and local faith groups as appropriate.</p> <p>Contracts will be regularly monitored.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.</p>
<p>Impacts</p>	<p>Negative</p>			



Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>-Residents are may not be able to easily access places of worship in order to maintain their religious practices.</p>	<p>Care packages within independent living settings can be better tailored to individual needs including religious needs through the provision of shared care alongside flexible personalised care</p>	<p>The specification for the provision of care and support includes KPIs that require providers to offer support to everyone including their religion or beliefs.</p> <p>In addition, they will be expected to encourage and support people to maintain practices associated with their religion and to access places of worship and local faith groups as appropriate.</p> <p>A lot of the provision will be 1 bed apartments. We will identify reasonable adjustments for the shared living accommodation but we are not currently building designated prayer space. However, there is likely to be communal space that could be used for prayer and religious practices.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.</p>

Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p>	<p>None Known</p>

Equality Impact Assessment

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None known



Sex

Question				
What information (data) do you have on affected service users/residents with this characteristic?				
LAS data (September 2021) indicates that of the 2,353 adults whose primary client category is 'Adult Mental Health' there is a near proportionate divide between males and females; 1,198 people (50.91%) are female, and 1,155 people (49.09%) are male.				
Impacts		Positive		
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
+ Single sex accommodation could be a requirement and gives the opportunity to develop services based on demand.	Single sex accommodation is already in place due to existing demand. This is evidence through the Complex Needs System Audit completed by the MH Commissioning Team. This notes stark differences in gender representation for some cohorts such as those with Eating Disorders and other needs, EUPD and other needs and Forensic History.	Single sex accommodation will be developed based on demand. This will be regularly monitored and reviewed.	On-going during the lifespan of the Strategy.	MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.
Impacts		Negative		

Equality Impact Assessment

Question				
What information (data) do you have on affected service users/residents with this characteristic?				
No negative impacts have been identified.	N/a	N/a	N/a	N/a

Question	Answer
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of	None known

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None known

Sexual orientation

Question
What information (data) do you have on affected service users/residents with this characteristic?
<p>There are an estimated 11,286 people who are gay or lesbian and 5,643 people who are bisexual in Surrey, based on the England estimates. There is no equivalent data for people who are transgender. The evidence base shows that people who LGB&T are at higher risk of mental disorder, suicidal ideation and attempts, drug and alcohol use, deliberate self-harm and more likely to report psychological distress than their heterosexual counterparts. (Source JSNA Chapter: Wellbeing and Adult Mental Health), King M, Semlyen J, See Tai S et al. (2008) Mental Disorders, Suicide and Deliberate Self-Harm in Lesbian, Gay and Bisexual People. London: National Mental Health Development Unit.</p> <p>Data from Stonewall report 'LGBT in Britain' November 2018 states that '52% of LGBT people experienced depression in the last year In the last year alone and three in five have suffered from anxiety, far exceeding estimates for the general population. And our findings show that poor mental health is also higher among LGBT people who are young, Black, Asian or minority ethnic, disabled or from a socio-economically deprived background.</p>



Impacts	Positive

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
+ Providers will be expected to provide opportunities to everyone who is eligible regardless but responsive to a person's sexual orientation. In addition, the support providers will be expected to encourage and support people to access appropriate local LGB&T groups.	Independent Living is tenancy based and the individual's rights in relation to housing are protected under the Equalities Act 2010 (part 4).	The Independent Living Care and Support Specification requires providers to deliver services in compliance with equalities legislation, including to provide ready access to all who are eligible regardless of sexual orientation. Contracts will be regularly monitored. Each individual's support plan will be monitored to ensure quality and compliance.	On-going during the lifespan of the Strategy.	MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.

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Question	Answer
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of	None known

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None known

Equality Impact Assessment

Marriage/civil partnerships

Question																																		
What information (data) do you have on affected service users/residents with this characteristic?																																		
<p>LAS data (September 2021) indicates that of the 2,353 adults whose primary client category is 'Adult Mental Health': the majority 971 (41.27%) are 'single; 127 (5.4%) are married; 113 (4.80%) are married or in a civil partnership; 100 (4.25%) are widowed; 81 (3.44%) are divorced and 29 (1.23%) are separated. Less than 1% are 'Mixed couple who are unmarried' or 'Cohabiting'. The Marital status of the second largest proportion of adults whose primary support need is a Mental Health Need is 'Unknown'; 910 (38.67%).</p> <p>The table below shows the marital status of adults whose primary client category is 'Adult Mental Health'. In the table, 'Mixed Couple' and 'Married / Civil Partnership' have been grouped together to ensure confidentiality.</p>																																		
<table border="1"> <thead> <tr> <th>Marital Status</th> <th>Count of LAS Person ID</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Cohabiting</td> <td>10</td> <td>0.42%</td> </tr> <tr> <td>Divorced</td> <td>81</td> <td>3.44%</td> </tr> <tr> <td>Married</td> <td>127</td> <td>5.40%</td> </tr> <tr> <td>Mixed couple - Unmarried</td> <td>12</td> <td>0.51%</td> </tr> <tr> <td>Mixed Couple (ie 1 male + 1 female) - Married / Civil Partnership</td> <td>113</td> <td>4.80%</td> </tr> <tr> <td>Separated</td> <td>29</td> <td>1.23%</td> </tr> <tr> <td>Single</td> <td>971</td> <td>41.27%</td> </tr> <tr> <td>Unknown</td> <td>910</td> <td>38.67%</td> </tr> <tr> <td>Widowed</td> <td>100</td> <td>4.25%</td> </tr> <tr> <td>Grand Total</td> <td>2353</td> <td>100.00%</td> </tr> </tbody> </table>		Marital Status	Count of LAS Person ID	Percentage	Cohabiting	10	0.42%	Divorced	81	3.44%	Married	127	5.40%	Mixed couple - Unmarried	12	0.51%	Mixed Couple (ie 1 male + 1 female) - Married / Civil Partnership	113	4.80%	Separated	29	1.23%	Single	971	41.27%	Unknown	910	38.67%	Widowed	100	4.25%	Grand Total	2353	100.00%
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Impacts	Positive and negative																																	

Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
+/- Current provision is not intended for people who live as a married or civil partnership couple, or who are fleeing domestic abuse. However, if people move into supported living whilst still married or in a civil partnership they will be supported to maintain these relationships whilst in supported accommodation.	The demand for accommodation to date has been for individuals.	Further thought needs to be given to couples / families. Providers will be expected to engage social care and work with the client/couple to meet their family needs and identify appropriate accommodation where required. Ensure providers are fully aware of all domestic abuse support available. Ensure providers are fully aware of all Safeguarding procedures.	On-going during the lifespan of the Strategy. During the course of contract life-spans via performance monitoring activity.	MH commissioning team are leading on the specification; ASC MH Locality Teams will lead the discussion with individuals and their families as appropriate.
Impacts	Negative			
As above	As above	As above	As above	As above

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Question	Answer
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of	None known

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None known

Carers protected by association

Equality Impact Assessment

Question	
What information (data) do you have on affected service users/residents with this characteristic?	
LAS data (September 2021) indicates that of the 2353 adults whose primary support need is a Mental Health need 26 (1.1%) of people are recorded as being a carer and 803 (34.13%) are recorded as having a carer.	
Impacts	Positive

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
+Increased choice of accommodation options across the county and closer to carers and families.	The availability of increased accommodation options will be beneficial for carers particularly those who want to support their cared for individual to live more independently.	Individuals, families and carers have been involved in co-designing the service specification. There will be continual dialogue with individuals and carers via the Surrey Learning Disability Partnership Board and Valuing People groups.	Engagement will be on-going as the programme of resettlement is progress.	ASC MH Locality Teams will lead the discussion with individuals and their families; the commissioning team will lead on ensuring greater diversity of options is available.
Impacts		Negative		
-Carers/Families might feel that there is a requirement for more of their time and input during any transition to independent living.	Support from carers/families will be pivotal in helping people transition to more independent living.	Commissioning and Operations will work with carers/families supporting both parties through the transition phase.	Engagement will be on-going as the programme of resettlement is progress.	ASC MH Locality Teams will lead the discussion with individuals and their families; the commissioning team will lead on ensuring greater diversity of options is available.



Question	Answer
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of	None known

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None known

3. Staff

Age



Question	Answer																												
<p>What information (data) do you have on affected service users/residents with this characteristic?</p>	<p>The majority of residential and independent living services are commissioned from the independent sector however SCC ASC Move to Independence Team do provide a small volume of supported living services for people with Mental Health conditions and therefore may be impacted by the Accommodation with Care and Support Strategy. As the Move to Independence service will be reviewed as part of the programme. Data on this staff group is not available as the numbers are too small it would enable identification of individuals.</p> <p>The Equalities and Diversities Monitoring Green Sheet September 2021; illustrated in the table below, shows that of 199 employees working within Mental Health, Adult Social Care, the highest proportion of staff (22.11%) are aged 50 – 54, the second highest group are 45-49 (13.07%) and the third largest are 55 – 59 and 60- 64 (12.06% per group). The smallest proportion of staff are: 70-74 (0.50%), 20-24 (1.51%) and 65-69 (2.01%).</p> <table border="1" data-bbox="562 655 1341 1289"> <thead> <tr> <th data-bbox="562 655 965 699">Age</th> <th data-bbox="965 655 1341 699">Percentage of Surrey Staff</th> </tr> </thead> <tbody> <tr><td data-bbox="562 699 965 742">13 – 19</td><td data-bbox="965 699 1341 742">0.00%</td></tr> <tr><td data-bbox="562 742 965 785">20 – 24</td><td data-bbox="965 742 1341 785">1.51%</td></tr> <tr><td data-bbox="562 785 965 828">25 – 29</td><td data-bbox="965 785 1341 828">7.54%</td></tr> <tr><td data-bbox="562 828 965 871">30 – 34</td><td data-bbox="965 828 1341 871">9.55%</td></tr> <tr><td data-bbox="562 871 965 914">35 – 39</td><td data-bbox="965 871 1341 914">10.55%</td></tr> <tr><td data-bbox="562 914 965 957">40 – 44</td><td data-bbox="965 914 1341 957">9.05%</td></tr> <tr><td data-bbox="562 957 965 1000">45 – 49</td><td data-bbox="965 957 1341 1000">13.07%</td></tr> <tr><td data-bbox="562 1000 965 1043">50 – 54</td><td data-bbox="965 1000 1341 1043">22.11%</td></tr> <tr><td data-bbox="562 1043 965 1086">55 – 59</td><td data-bbox="965 1043 1341 1086">12.06%</td></tr> <tr><td data-bbox="562 1086 965 1129">60 – 64</td><td data-bbox="965 1086 1341 1129">12.06%</td></tr> <tr><td data-bbox="562 1129 965 1173">65 – 69</td><td data-bbox="965 1129 1341 1173">2.01%</td></tr> <tr><td data-bbox="562 1173 965 1216">70 – 74</td><td data-bbox="965 1173 1341 1216">0.50%</td></tr> <tr><td data-bbox="562 1216 965 1259">75 +</td><td data-bbox="965 1216 1341 1259">0.00%</td></tr> </tbody> </table>	Age	Percentage of Surrey Staff	13 – 19	0.00%	20 – 24	1.51%	25 – 29	7.54%	30 – 34	9.55%	35 – 39	10.55%	40 – 44	9.05%	45 – 49	13.07%	50 – 54	22.11%	55 – 59	12.06%	60 – 64	12.06%	65 – 69	2.01%	70 – 74	0.50%	75 +	0.00%
Age	Percentage of Surrey Staff																												
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<p>Impacts</p>	<p>Positive</p>																												

Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
-The inclusion of the Move to Independence service will have a negative impact on staff in that service. It will cause staff to be unsettled as a consequence of the review.	Programmes of work that review existing establishment can often lead to staff feeling unsettled as a consequence of the review.	Ensure that HR are engaged and involved in the process. Staff welfare will have to be a key priority for this element of the programme.	Not known – programme still at an early stage.	AD for MH; Senior MH Specialist Services Manager; MH Commissioning Team.
+ Potential transformation of in-house services might create opportunities for staff of all ages to develop new skills and to take on new roles and responsibilities.	New roles and responsibilities to be developed throughout the project.	Ensure close alignment of the Accommodation with Care and Support Independent Living programme requirements with the review of In-House services. Ensure appropriate engagement and consultation with staff with HR and Trades Union support.	On-going during the lifespan of the Strategy.	MH Commissioning Team alongside the AD for Service Delivery.

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Question	Answer
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of	None known

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None known



Disability

Question	Answer																
<p>What information (data) do you have on affected service users/residents with this characteristic?</p>	<p>The majority of residential and independent living services are commissioned from the independent sector however SCC ASC Service Delivery do provide a small volume of supported living services for people with Mental Health conditions and therefore may be impacted by the Accommodation with Care and Support Strategy.</p> <p>The Equalities and Diversities Monitoring Green Sheet September 2021 shows that of 199 employees working within Mental Health, Adult Social Care, 11.06% have a disability. Out of the percentage of disabled, staff the majority are Team Leaders, the second largest percentage of people are Middle Managers and the smallest percentage of people are Front Line Staff.</p> <table border="1" data-bbox="560 571 1467 930"> <thead> <tr> <th data-bbox="560 571 1153 614">Disability Analysis</th> <th data-bbox="1153 571 1467 614">Percentage of employees</th> </tr> </thead> <tbody> <tr> <td data-bbox="560 614 1153 662">Disabled</td> <td data-bbox="1153 614 1467 662">11.06%</td> </tr> <tr> <th data-bbox="560 662 1153 705">Disability / Role Analysis</th> <th data-bbox="1153 662 1467 705">Percentage of employees</th> </tr> <tr> <td data-bbox="560 705 1153 753">Disabled Front Line Staff</td> <td data-bbox="1153 705 1467 753">8.70%</td> </tr> <tr> <td data-bbox="560 753 1153 801">Disabled Team Leaders</td> <td data-bbox="1153 753 1467 801">17.50%</td> </tr> <tr> <td data-bbox="560 801 1153 849">Disabled Middle Manager</td> <td data-bbox="1153 801 1467 849">10.11%</td> </tr> <tr> <td data-bbox="560 849 1153 896">Disabled Senior Manager</td> <td data-bbox="1153 849 1467 896">0.00%</td> </tr> <tr> <td data-bbox="560 896 1153 930">Disabled Leadership</td> <td data-bbox="1153 896 1467 930">0.00%</td> </tr> </tbody> </table>	Disability Analysis	Percentage of employees	Disabled	11.06%	Disability / Role Analysis	Percentage of employees	Disabled Front Line Staff	8.70%	Disabled Team Leaders	17.50%	Disabled Middle Manager	10.11%	Disabled Senior Manager	0.00%	Disabled Leadership	0.00%
Disability Analysis	Percentage of employees																
Disabled	11.06%																
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Disabled Senior Manager	0.00%																
Disabled Leadership	0.00%																
<p>Impacts</p>	<p>Positive</p>																

Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>+ Potential transformation of in-house residential services to independent living and any associated new working practices and/or re-deployment may create opportunities for staff with a disability to develop new skills and to take on new roles and responsibilities.</p>	<p>New developments may not be in the same locations as existing schemes and may be configured differently.</p>	<p>Ensure close alignment of the Accommodation with Care and Support Independent Living programme requirements with the review of In-House services.</p> <p>Ensure appropriate engagement and consultation with staff with HR and Trades Union support.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>The Commissioning Team alongside the AD for Service Delivery</p>
<p>+ Changes to the physical configuration of services and/or any changes to location may mean that staff with a disability find it easier to carry out their duties e.g. lifts, more technology enabled care and more accessible accommodation.</p>	<p>New developments may not be in the same locations as existing schemes and may be configured differently.</p>	<p>Ensure close alignment of the Accommodation with Care and Support Independent Living programme requirements with the review of In-House services.</p> <p>Ensure appropriate engagement and consultation with staff with HR and Trades Union support.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>The Commissioning Team alongside the AD for Service Delivery</p>
<p>Impacts</p>	<p>Negative</p>			

Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<ul style="list-style-type: none"> - Changes to the physical configuration of services and/or any changes to location may mean that staff with disabilities find it more difficult to carry out their duties (e.g. they may have to travel further or support people to access the community). 	<p>New developments may not be in the same locations as existing schemes and may be configured differently.</p>	<p>Ensure close alignment of the Accommodation with Care and Support Independent Living programme requirements with the review of In-House services.</p> <p>Ensure appropriate engagement and consultation with staff with HR and Trades Union support.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>The Commissioning Team alongside the AD for Service Delivery</p>

Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of residents?</p> <p>Are there any dependencies decisions makers need to be aware of</p>	<p>None known</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	<p>None known</p>

Equality Impact Assessment

Carers protected by association



Question	Answer
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Equality Impact Assessment

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

The Carers UK Report 2019 ‘Juggling work and unpaid care’ states it is projected that 1 in 7 in any workforce are juggling work and care. This means within SCC within the estimated 23,000 staff there will approximately 3,300 staff who are carers.

Research by Carers UK reveals that 2.6 million have quit their job to care for a loved one who is older, disabled or seriously ill, with nearly half a million (468,000) leaving their job in the last two years alone that equates to more than 600 people a day. The average cost of replacing an employee has been estimated at between 50 to 150% of their salary (Surrey County Council Supporting Staff Carers Survey Report 2020).

The Local Authority made a commitment to investigating how best to support our staff who are carers and provide the best possible support for them to maintain their role within the council. Working alongside colleagues from Surrey Heartlands, Epsom St Helier Trust, Carers UK and the Hertfordshire Carers Lead, Surrey County Council co-produced a staff carers survey which was launched during Carers Week 2019.

The table below shows the key findings of the staff survey:

Survey Categories	Staff Identified with the following	Percentage of Surrey Staff
Hours worked	In fulltime employment alongside their caring role	68.3%
Managerial status	Managed staff	24.6%
Age	Aged 40-69	76.7%
Ethnicity	Identified as BAME (not representative of local demographic)	16.32%
Gender	Identified as female (not representative of national picture and suggestive that male staff may not identify with the terminology)	84.41%
Carer identification	Identified as a primary carer	63.49%
Caring hours	Provided 1-10 hours of care per week	47.09%
	Provided more than 35 hours of care per week	17%



Question	Answer		
	Impact of caring role on job performance	Felt their ability to perform their job had been negatively affected by their caring role	18.98%
		Felt their caring had some impact on their job	43.5%
	Sick leave	Had taken time off for sick leave	17.78%
	Line Manager Awareness and Support	Line manager knew of their caring role. From those people who did respond 55.52% were able to change their working pattern to accommodate their caring role although 46.5% had used annual leave entitlement	57.44%
	Flexible working policy	Were aware of the flexible working policy	78%
	Flexible working applications	Granted flexible working	21.82%
	Retirement	Refused flexible working	4.14%
Impacts	Positive and negative		

18.51%

51.27% of 57.44%

Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>-Changes to the physical configuration of services and/or any changes to location may mean that staff with caring responsibilities may find it more difficult to carry out their caring role and employment duties.</p>	<p>New developments may not be in the same locations as existing schemes and may be configured differently.</p>	<p>Ensure close alignment of the Accommodation with Care and Support Independent Living programme requirements with the review of In-House services.</p> <p>Ensure appropriate engagement and consultation with staff with HR and Trades Union support.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>The Commissioning Team alongside the AD for Service Delivery</p>
<p>-Changes to the work patterns of staff may make it more difficult to carry out their caring role and employment duties.</p>	<p>If staff work patterns are changed this might have an impact on their caring duties.</p>	<p>Ensure close alignment of the Accommodation with Care and Support Independent Living programme requirements with the review of In-House services.</p> <p>Ensure appropriate engagement and consultation with staff with HR and Trades Union support.</p>	<p>On-going during the lifespan of the Strategy.</p>	<p>The Commissioning Team alongside the AD for Service Delivery</p>

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Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p>	<p>None known</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	<p>None known</p>

4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
Need for consideration of accommodation provision suitable for individuals with protected characteristics wanting a relationship	To ensure that individuals are able to lead independent lives with choice control and are able to maintain relationships.

5. Recommendation

8

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

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

Question	Answer
Confirmation and explanation of recommended outcome	There is some more work to do once we have the data (as indicated in relevant sections above) to double check amendment is not necessary.

6a. Version control

Version Number	Purpose/Change	Author	Date
1	First DEG	Jane Bremner	26.06.2021
2	Final Version	Kirsty Gannon-Holmes	20.10.2021

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

6b. Approval

Approved by*	Date approved
Head of Service - Jane Bremner	20.10.2021
Assistant Director - Jon Lillistone	25.10.2021
Executive Director - Simon White	02.11.2021
Cabinet Member - Sinead Mooney	03.11.2021
Directorate Equality Group	14.09.2021

EIA Author	Kirsty Gannon-Holmes
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*Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.

6c. EIA Team

Name	Job Title	Organisation	Team Role
Kirsty Gannon-Holmes	Senior Commissioning Manager	Surrey County Council, Adult Social Care	Author
Ashleigh Tout	Project Officer	Surrey County Council, Adult Social Care	Author
Jane Bremner	Head of Mental Health Commissioning	Surrey County Council, Adult Social Care	Author

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

Tel: 03456 009 009

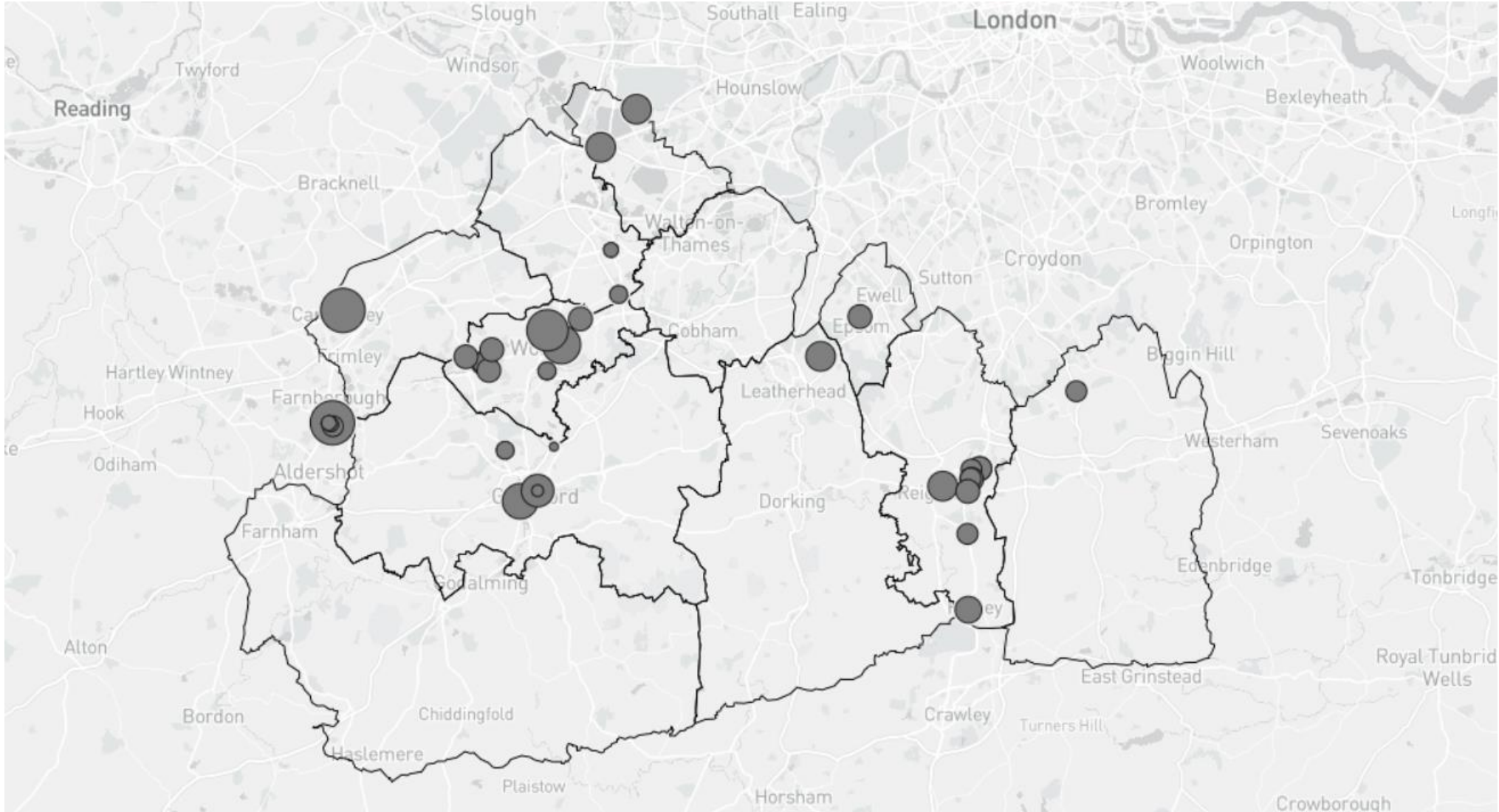
Textphone (via Text Relay): 18001 03456 009 009

SMS: 07860 053 465

Equality Impact Assessment

Email: contactcentre@surreycc.gov.uk

Appendix 1: Mental Health Commissioning Map of Current Dynamic Purchasing System Providers (November 2021)



Current DPS Providers – 12 providers offering 294 placements

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SURREY COUNTY COUNCIL**CABINET****DATE: 25 APRIL 2023****REPORT OF CABINET MEMBER: NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY AND WASTE****LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT & INFRASTRUCTURE****SUBJECT: STRATEGIC WASTE INFRASTRUCTURE****ORGANISATION STRATEGY PRIORITY AREA: ENABLING A GREENER FUTURE****Purpose of the Report:**

Surrey County Council (the Council) is the statutory Waste Disposal Authority ('WDA') responsible for the transfer, treatment and disposal of all household waste collected within Surrey. A review of the Council's waste service and associated infrastructure has identified that the current waste infrastructure network is at capacity, and some of the Council's existing assets require major upgrades.

This report sets out an outline programme of work for the development of strategic waste infrastructure over the next seven years that will support a resilient and efficient waste management service for residents over the next thirty years. It focuses on the upgrade and development of assets within the geography of Surrey where there is a critical need for that infrastructure. It presents a series of recommended work packages needed to both safeguard the future of waste services and develop more opportunities for recycling and reuse.

Recommendations:

It is recommended that Cabinet:

1. Approve the programme of work for the development of strategic waste infrastructure needed to meet the statutory duty of Surrey County Council to manage residual municipal waste and to encourage more recycling and reuse.

Reason for Recommendations:

Approval of the waste Strategic Infrastructure Plan is pivotal in testing the feasibility of the infrastructure developments required to meet Surrey's residents' growing needs and the Council's statutory obligations. The packages of work detailed will provide a robust basis on which solutions can be developed. These solutions will provide the Council with resilience to legislative and market changes, security of facilities reducing dependency on third parties, and ensure value for money for the future delivery of statutory waste services.

Introduction

1. The Council, as the statutory Waste Disposal Authority ('WDA'), is responsible for the bulking, transport, treatment, and disposal of all household collected waste by the eleven District and Boroughs of Surrey (referred to here as statutory Waste Collection Authorities) ('WCAs') and also the disposal of waste delivered to the County's 15 Community Recycling Centres ('CRCs').
2. The County Council's waste infrastructure portfolio comprises:
 - five Waste Transfer Stations (WTS) - where material is bulked before heading to a treatment or disposal facility;
 - fifteen CRCs - where residents can bring waste that is not suitable for their kerbside collections;
 - a gasifier treating 55,000 tonnes per year of residual waste; and
 - an anaerobic digestion facility treating 40,000 tonnes per year of kerbside collected food waste.

In addition to these assets, a range of third-party waste transfer stations and treatment infrastructure is used to deliver the service, mainly through the County's waste contract with Suez Recycling and Recovery Ltd.

3. A full review of the Council's waste service and existing infrastructure assets (undertaken as part of the Rethinking Waste Programme) identified that all existing assets have now been exhausted and there will be gaps in the Council's waste infrastructure network post 2024. Consequently, this paper sets out a high-level Infrastructure Plan that will provide the Council with **resilience, security, and value for money** for the future delivery of its statutory obligation to treat and dispose of LACW generated by households.
4. This plan sets out the identified infrastructure developments required within the next seven years (to 2030) to sustain our waste management services over the next thirty years. It focuses on the upgrade and development of assets within the geography of Surrey where there is a critical need for that infrastructure, presenting five recommended work packages needed to safeguard the future of waste services.

Why do we need a Strategic Waste Infrastructure Plan?

5. The key drivers for this Strategic Waste Infrastructure Plan are:
 - a. the need to build resilience and self-sufficiency within the Council's waste infrastructure and reduce reliance on third-party outsourced services;
 - b. the need to develop new infrastructure capacity within the Council's network to address current limitations in the County and the South-East of England;
 - c. the need to extract greater value for money from our services and recognise budgetary pressures;
 - d. the need for frictionless working with Surrey's Districts and Boroughs (as Waste Collection Authorities) to drive efficiencies and improve performance;
 - e. the need to be ready for, and to respond to, changes in national waste policy (e.g. consistent collections); and

- f. the need to work closely with the District and Boroughs of Surrey through the Surrey Environment Partnership (SEP) to improve recycling rates and reduce contamination.

Our Vision

6. Our vision is to fundamentally shift the way we deal with municipal waste within Surrey, driving a circular economy that aims to keep resources in use as long as possible, so we extract maximum value from them. We will create new infrastructure where needed and work with districts and boroughs in a more collaborative way to provide resilience, security and value for money for the future delivery of the waste services.
7. The desired outcomes for this Strategic Waste Infrastructure Plan are:
 - a. that a circular economy model is adopted to minimise waste and maximise value of resources;
 - b. a reduction in the carbon impact of waste treatment, transportation and disposal;
 - c. for more waste to be reused or recycled;
 - d. to minimise the amount of waste sent to landfill;
 - e. to ensure the Council is in control of its waste disposal costs as far as possible and can react to market changes;
 - f. to ensure costs for dealing with waste are as low as possible;
 - g. to maximise resource recovery from residual waste materials; and
 - h. to be aligned and consistent with the changing policy landscape, namely the 25 Year Environment Plan, that sets out the Resources and Waste Strategy.

Proposed Work Packages

Package 1: Waste Transfer Stations

8. Waste Transfer Stations (WTS) are critical waste infrastructure in Surrey, providing locations where material collected at the kerbside by Waste Collection Authorities (WCAs) and Community Recycling Centres (CRCs) can be bulked before onward haulage to treatment facilities across the UK. They reduce transport distances for the WCAs and thus reduce costs and adverse environmental impacts. They also provide an opportunity to screen recyclable waste for contamination before it is sent to treatment, improving material quality and reducing costs.
9. The Council own five of nine WTS's that are used as part of the waste service, and these five account for the bulking of c.60% of material disposed of in Surrey. Of the SCC-owned WTS's, the existing site at Slyfield is the busiest in the county and at over 50 years old, is outdated and although it is maintained as a safe and lawful working environment, it is no longer fit for purpose to meet the needs of the number of waste streams collected today.
10. The remainder of material is either delivered directly to third-party facilities for treatment or is sent for bulking at third-party WTS:
 - a. Three third-party facilities are utilised by SUEZ Surrey. Once the current PFI contract comes to an end, some of these bulking facilities may no longer be available to the Council and additional capacity will need to be sourced within the network.

- b. A fourth third-party operated facility, Doman Road (owned by Surrey Heath Borough Council (SHBC)), is operated by Amey and is utilised for the bulking of SHBC's food waste and dry recycling. At present, this facility is not fit for purpose to meet the needs of the number of waste streams collected today.

11. The limited capacity at Council-owned WTS's and the reliance on third-party WTS's could be further compounded by the outcome of the UK Government's Resources and Waste Strategy (RWS). For example, the introduction of consistent collections could require the WCAs to move towards greater separation of recyclable materials at the kerbside, resulting in the need for additional bulking bays (that currently do not exist) at the WTS.

12. To mitigate this lack of capacity, it is proposed that:

- a. **Site 1. Slyfield WTS:** To expand capacity at our existing network, the Council will continue to work with Guildford Borough Council (GBC) on developing a new WTS at Slyfield. The relocation of the current waste site is scheduled for 2027/28, with the facility adding 25,000 tonnes of bulking capacity to the network.
- b. **Site 2. Doman Road WTS:** The Council will consider the redevelopment and expansion of Doman Road working alongside Surrey Heath Borough Council (SHBC), who are currently exploring options to redesign the site. This would add an extra 40,000 tonnes of bulking capacity to the network.

13. These will be strategic sites for the Council to ultimately replace the third-party facilities by adding additional capacity into the network and providing long-term security and resilience, along with potential commercial opportunities arising from initiatives in the Resources and Wastes Strategy.

Package 2: Dry Recycling Infrastructure

14. 'Treatment infrastructure' refers to all infrastructure that is used to reuse, recycle and treat the waste disposed of in Surrey. Historically, it has been extremely difficult to develop treatment infrastructure in Surrey, and only 20% of Surrey's waste and recycling is currently managed at Council-owned facilities. Whilst for some materials, third-party treatment is the optimal solution, there are others where local Council-owned infrastructure would be preferable.

15. There are limited alternative local facilities both within Surrey and the surrounding region for **bulking** and **sorting of recycled materials**, resulting in higher carbon impacts and costs via haulage. This limited capacity, coupled with increased material quality requirements and restrictions on exports of waste abroad, has led to an increase in processing costs over which the Council has little control. There is an ever-increasing need to raise the quality of material sent for recycling to counter the volatility of global recycling material markets and reduce heavy penalties incurred by contamination.

16. Due to current uncertainty as to how the private sector will respond to the Resources and Waste Strategy (RWS), any new contractual arrangements with an outsourced service provider will likely either be risk-priced or subject to negotiation of additional costs at the time of any changes to WCA collection services.

17. To mitigate these difficulties, a two-facility solution that is either owned or co-owned by the Council has been identified. It is proposed that:

- a. **Site 1. Existing use of Randall's Road, Leatherhead:** The Council will explore opportunities to utilise existing Surrey-based dry mixed recycling (DMR) infrastructure at Randall's Road in Leatherhead by working with Mole Valley District Council (MVDC). The existing contract for the site is due to end in 2025. This site presents an opportunity to increase the resilience of the network and maintain local treatment capacity.
- b. **Site 2. Development of a new site:** The Council has previously explored potential sites for a Material Recovery Facility (MRF). The Council are commissioning an updated report into potential sites for a MRF in the County, noting that Trumps Farm in Chertsey has been previously identified (by external consultants) as an option, but noting the need to review all possible sites and engage with stakeholders in and around identified potential options. Following an assessment of possible options, it is proposed that officers work with specialist planning advisors to work up a draft development scheme for the MRF to enable consultation with the local member, community and other stakeholders to identify and mitigate the impact of the facility on residents around the proposed site. Following this initial engagement, a decision would then be made as to whether to submit a planning application for the facility.

18. This proposed multi-facility solution would:

- a. Reduce costs and environmental impact of long-distance haulage.
- b. Allow for a greater degree of control over processing costs and enable a better understanding of (and plan for changes in) material value.
- c. Facilitate collaboration with WCAs to incentivise the collection of high-quality materials and invest in processes that will reduce levels of contamination.
- d. Allow for flexibility in processing capabilities of new materials streams collected at the kerbside.
- e. Reduce the risks associated with a single asset while creating resilience within the Council's treatment network.
- f. Increase direct delivery capacity, reducing any additional burdens on the WTS network.

Package 3. Ivy Dene Cottage Reuse Hub

19. An initial feasibility study has shown potential for the development of a Reuse Hub on a site adjacent to the Surrey Eco Park, Shepperton. The concept would be to showcase exemplar circular economy principles, bringing together different services within the Council, as well as external organisations.

20. There is the potential for much greater community involvement in the Reuse Hub through partnering with local charities and voluntary organisations and helping local people acquire skills for future employment. Upcycled items and items fit for reuse could be sold to generate revenue.

21. It is proposed that a detailed feasibility study is conducted to establish whether a financially self-sufficient, purpose-built re-use and repair facility could be constructed on the site, seeking to improve on reuse shops currently operating in Surrey, resulting in:

- a. Increased awareness of the circular economy and reuse.
- b. Provision of community space(s).
- c. Delivering social value through adult education, offender rehabilitation etc.
- d. Income generated from the sale of reusable goods.

Package 4: Bulky Waste

22. Approximately 10,000 tonnes of bulky waste is produced in Surrey, annually, this is currently managed by SUEZ Surrey. Reusable items are diverted through the Council's network of five CRC reuse shops and the non-reusable items are either shredded and sent to Energy from Waste (EfW) or are sent directly to landfill.
23. Legislation regulating Persistent Organic Pollutants (POPs)¹ requires specialist shredding of bulky material containing POPs material so it can be incinerated rather than landfilled. Typically, this is upholstered seating containing soft furnishings which are coated with a fire-retardant chemical.
24. There is a lack of localised infrastructure outside of the shredding capability provided by Suez. Secondary to this, 95% of EfW facilities in the UK do not have front end shredding capabilities. The impact of this is two-fold:
 - a. Authorities without access to a specialised bulky waste shredder send their bulky waste to landfill, potentially in breach of POPs legislation.
 - b. If the provider of a bulky waste shredder is not the same as that for residual waste treatment, then the waste will be double handled (doubling the cost to manage it) before it can be disposed of.
25. A solution is required for bulky waste that is compliant with legislation and avoids double-handling of material, while maximising reuse solutions and providing value for money.
26. To mitigate this, it is proposed that a feasibility study is conducted to explore solutions for treatment of bulky waste within Surrey.

Package 5: Mattresses

27. Approximately, 350 tonnes of mattresses are generated in Surrey, annually, and are currently managed by SUEZ Surrey. Historically, mattresses have been sent to landfill as they have been difficult and expensive to either shred or deconstruct.
28. However, mattresses are a difficult waste to handle at a landfill sites, such that it has become increasingly financially viable to send mattresses to reprocessors that deconstruct them into their constituent parts: metal, fabric and foam. Neighbouring counties have started to utilise mechanical shredders to break down mattresses so that the material can be recycled or recovered in an EfW plant. It should be noted that mattresses may fall under POPs regulations in future, and shredding will therefore be necessary for the Council to be compliant.
29. A solution is required that maximises recycling while ensuring compliance (i.e. in the POPs scenario) along with reducing haulage distance and providing value for money.

¹ <https://www.gov.uk/guidance/identify-and-classify-waste-containing-persistent-organic-pollutants-pops>

It is proposed that a feasibility study is conducted to explore solutions for mattress treatment within Surrey.

Consultation:

30. There has been significant consultation undertaken both internally and externally to progress examination for the feasibility of Council waste infrastructure. This includes the following boards and committees:
 - a. Communities, Environment and Highways Select Committee
 - b. Major Projects Board
 - c. Rethinking Waste Programme Board
 - d. SEP Officers and Members Groups
31. There has also been extensive consultation with the district and borough councils.
32. It should be noted that as this is a county-wide project, there has been no specific engagement with any local Members to date, although such engagement will take place once proposals for the future of infrastructure are clearer, and a viable case has been developed.

Risk Management and Implications:

33. The Council's waste service is a high value and highly visible service that affects all residents of Surrey, with the infrastructure network critical to delivering the service. The current network presents numerous risks to the service, most notably:
 - a. A lack of capacity, including a lack of flexibility to adapt to or absorb forthcoming legislative changes.
 - b. Aging infrastructure.
 - c. Reliance on third-parties.
34. The key risks and implications of inaction include:

a. Loss of Waste Transfer Station Capacity

Our current reliance on the very limited number of third-party WTS to deal with 60,000 tonnes of waste annually means that the Council is exposed to a service risk if that third -party capacity becomes unavailable. Failure to plan to secure capacity will expose the Council to significant service failure risk and / or extremely high costs to secure capacity with a third-party to ensure continuous service.

We propose to mitigate this risk by continuing to work with GBC and SHBC to progress the redevelopment and potential purchase / leasing of sites which will insulate the Council from future capacity risks, allowing additional options to be explored well in advance of the end of the current contract should elements of this work package prove unviable.

b. Reliance on third-party provision of MRF Capacity

A reliance on third-party MRFs means the Council has limited control over processing costs, which are likely to be significantly compounded by

forthcoming legislative requirements. Continued reliance on third parties will likely result in the Council paying increased costs and remaining at risk to capacity issues in the network. Failure to investigate alternative Council-owned solutions will continue to expose the Council to cost and capacity risks that it has almost no control over.

We propose to mitigate this risk through continuing to explore potential sites for a Council-owned MRF which will return significantly more control over costs to the Council. Advancing this work will allow additional options to be explored well in advance of the end of the current contract should this work package prove unviable.

c. Reliance on third-party facilities for bulky waste treatment

A reliance on third-party facilities for bulky waste treatment means the Council is exposed to potentially high processing costs (due to double-handling) along with capacity issues due to a lack of shredding capacity in the south-east. This also exposes the Council to the risk of non-compliance and potential sanction by the Environment Agency if it is unable to effectively treat POPs waste. Continued reliance on third parties will likely result in the Council paying ever-increasing costs to secure capacity and remain compliant.

We propose to mitigate this risk by continuing to explore Council-owned treatment solutions which should insulate the Council from high processing costs and facilitate continued compliance with legislation. Advancing this work will allow additional options to be explored well in advance of the end of the current contract should an initial feasibility study find that preferred initial options are unviable.

35. These risks, to a greater or lesser degree, have the potential to limit the Council's ability to effectively deliver its statutory obligations in the future. In extreme scenarios, should these risks result in the Council partially or wholly failing to make provision to deliver these services, this will likely result in:
- a. Service failures and potential legal challenges from the district and borough councils;
 - b. increased environmental impact with waste not being processed correctly (or at all) or requiring processing at facilities much further away (including overseas);
 - c. significant financial and reputational impacts; and
 - d. in extreme circumstances, intervention by the Department for Environment, Food and Rural Affairs (Defra) to ensure services operate in Surrey.
36. The latter scenario is highly unlikely to occur. However, there are significant risks posed by ineffective programme planning. A lack of planning (including allowing timeframes to slip significantly) inhibits the Council's ability to rigorously assess its options, with insufficient evidence gathered to inform key decisions. The logical result of ineffective planning is ineffective service delivery that does not provide value for money.
37. However, Council officers have been progressing these work packages to provide a robust basis on which to continue, pending approval of the proposed programme of work presented in this report.

Financial and Value for Money Implications:

38. The Council have a statutory duty for waste disposal, in enacting this responsibility the authority will need to invest in appropriate infrastructure. Each of the proposed work packages will require fully developed business cases that address value for money if a solution is identified.
39. The costs of developing these schemes to business case will be met through existing budgets either within the service or through use of the feasibility fund, therefore no additional funding is being requested. Business cases will also explore the extent to which these schemes could be self-financing. Any additional investment identified which is not part of the current MTFS would need to be considered through the MTFS process and prioritised alongside other projects to ensure available funding is not exceeded.

Section 151 Officer Commentary:

40. 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.
41. The initial feasibility and development of waste infrastructure schemes outlined in this report will be progressed using existing funding, including the Council's feasibility fund. This development will help the council to understand likely costs and the extent to which infrastructure could be self-financing. Individual schemes will be subject to review by the Council's Capital Programme Panel, including consideration of cost and affordability within the wider capital programme, and schemes remain subject to existing approval processes including further Cabinet decisions where necessary.

Legal Implications – Monitoring Officer:

42. Adoption of the Waste Infrastructure Strategy will support the Council's delivery of its statutory duties concerning waste.

Equalities and Diversity:

43. This Infrastructure Plan sets a direction of travel for the feasibility of waste infrastructure and at this stage there is nothing that would suggest any impacts for people who use services, such as residents or staff with protected characteristics. As the programme progresses it is likely that Equality Impact Assessments (EIAs) will be required for some elements including any developments at our community recycling centres.

Other Implications:

44. 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:
Environmental sustainability Compliance against net-zero emissions target and future climate compatibility/resilience	Environmental sustainability and net zero contributions are central pillars of this proposed Infrastructure Plan. The carbon impacts of the proposed infrastructure will be measured and monitored in line with the Council's commitments in its Greener Futures Strategy and Delivery Plan.

What Happens Next:

45. Officers are currently working through a detailed timetable for the programme of work, including the allocation of resource and engagement with partners, including other services within the Council, district and borough colleagues and expert consultancy support, where necessary.
46. On approval of the recommendations the team will begin to work through the actions identified herein. It is envisaged that if a project has a strong business case, then the relevant approvals will be sought through the appropriate Council processes.
47. A high-level programme of these activities is provided in the Table below. A more detailed plan will be devised along with Key Performance Indicators to track progress.

Recommendation	Jan-Mar 23	Apr-Jun 23	Jul-Sep 23	Oct-Dec 23	Jan-Mar 24	Apr-Jun 24
Plan Socialisation						
Doman Road Business Case Development						
MVDC Feasibility Study						
MRF Consultation and Draft Planning Application						
MRF Business Case Development						
Reuse Hub Concept Feasibility						
Bulky Waste Treatment Feasibility Study						
Mattresses Treatment Feasibility Study						

Report Authors:

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Steven Foster, Interim Director for Waste Management Services, Steven.foster@surreycc.gov.uk

Consulted:

- Natalie Bramhall, Cabinet Member for Property and Waste
- Communities, Environment & Highways Select Committee
- Major Projects Board
- Rethinking Waste Programme Board
- Contract and Commercial Advisory Team
- Surrey district and borough council Members and officers, individually and through the Surrey Environment Partnership

Annexes:

None

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SURREY COUNTY COUNCIL

CABINET



DATE: 25 APRIL 2023

REPORT OF CABINET MEMBER: NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY AND WASTE
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: REIGATE FIRE STATION - REDEVELOPMENT SCHEME

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

This report proposes demolishing the existing fire station at Croydon Road, Reigate RH2 0EJ to design and construct a modern fire station on the existing site. Improvements are essential to allow SFRS to accommodate the new larger fire appliances used by the Service as well as to upgrade welfare facilities and the working environment for SFRS personnel.

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

Recommendations:

It is recommended that Cabinet:

1. Approves capital funding from the pipeline to redevelop the Reigate SFRS site to design and construct a new fire station on the existing site. The capital funding required to develop the new facilities is commercially sensitive at this time and is set out in the Part 2 report.
2. Approves procurement of appropriate supply chain partners to deliver the design, build and fit out of the new structures in accordance with the Council's Procurement and Contract Standing Orders.
3. Notes that, regarding the procurement of supply chain 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 Reigate Fire Station in order to:

- Address and mitigate constraints the current building presents to SFRS, its service and the personnel based in the fire station.
- 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 fire fighters, to serve the 1.2m population across Surrey.
2. To maintain optimal Fire Service provision, SFRS has, and requires a live network of twenty-five strategically located fire stations across Surrey. A strategic review of Surrey County Council's (the Council) 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 concluded that varying degrees of refurbishment is required across all fire stations and that redevelopment is required at Reigate which the review considered to be no longer fit for purpose. The issues identified at this site are:
 - a. Structural: the new larger fire engines cannot be accommodated in the existing bays, and the existing building 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: the site is a high carbon emitting property.
4. Furthermore, SFRS personnel (in particular, operational fire crew) are required to maintain stringent levels of fitness to perform their duties. Fitness training facilities in Reigate fire station are extremely limited and shared with the adjacent fire training school; this set-up needs to be improved for staff to train and maintain required levels of fitness for their roles and duties.

Options considered

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

Option	Description
A	Minimal intervention; refurbish existing buildings <ul style="list-style-type: none">• Allows for only minor improvements to the welfare facilities at Reigate.• Would not address the fundamental Service requirement to house the new, larger fire appliances.
B	Demolish building and clear the site <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 site is used by SFRS: the building 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 site. • Not achievable within the budget allocation.
C	<p>Redevelop building on existing site</p> <ul style="list-style-type: none"> • Value for money option and aligns to allocated budget. • Demolish the building, redesign of internal lay outs, rebuild on existing footprint to suit the site's 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 and 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 Reigate fire station, as per Option C, will deliver the following critical operational facilities:
- a. Four appliance bays capable of housing the new larger fire appliances used by the Service as well as allowing enough space for routine vehicle maintenance to be carried out under cover.
 - b. Provide essential separation between "contaminated" areas and staff welfare facilities to improve staff health and safety.
 - c. Upgraded shower, changing and toilet facilities which are not designated male/female, to provide private and equal access to amenities for all staff. A separate sleeping area will also ensure dignity for staff when sleeping.
 - d. Dedicated and improved gym/fitness area.
8. Redeveloping the site also presents an opportunity to significantly reduce the Council's carbon footprint as the new building will be more energy efficient, which in turn will also result in a more affordable solution over its long-term economic life.
9. The construction period for the site is expected to be one year (May 2025 – May 2026) and be in use by the beginning of July 2026. The redevelopment will be carried out in phases to reduce the impact on the operational service.
10. During the construction period, it is anticipated that a temporary fire station will be set up in the vacant communication centre building on the Wray Park site to ensure uninterrupted delivery of service. Costs for any works aligned to the decant and set up of the temporary facility is accounted for in the cost plan.

Consultation:

11. 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 Reigate Fire Station.

- 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.

12. A public consultation will be undertaken as part of the planning application to raise awareness of the proposal and give community, business and other stakeholders the opportunity to comment on the proposal.

Risk Management and Implications:

13. Key risks associated with this scheme 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 delay planning decision	<ul style="list-style-type: none"> • Pre-application engagement with the Reg 3 team. • Monitoring responses. • 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. • Close liaison with SFRS and Design team to ensure proposal delivers fit for purpose facility to budget.
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, existing utilities capacities	<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. • Necessary surveys to identify utilities capacities on site have been procured, work started to determine future utilities requirements.
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:

14. Replacing the existing old and outdated fire station at Reigate with a new, modern and fit for purpose building will save on high future maintenance costs. The building will be designed to be more energy efficient, so contributing to the Council's net zero ambitions. The new facility will also allow SFRS to improve its service for resident safety and enhance and provide for the health, safety and welfare of SFRS personnel working at the fire station.
15. This project forms one of several capital investments required to enable statutory requirements to be delivered. It forms part of a phased programme which together will enable additional surplus site capacity to be released for alternative use to the north of Wray Park.
16. The capital investment and financial modelling to deliver the new building is allocated within the capital MTFS and is commercially sensitive at this time; this information is set out in the Part 2 report.

Section 151 Officer Commentary:

17. 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.
18. The recommendation to transfer from Property capital pipeline to budget is provided for in the current MTFS. The cost of installing solar panels at this site was not reflected in the original Greener Futures capital pipeline, which will now need to be reviewed. The installation cost of solar panels is generally expected to be repaid through energy savings, although the payback period will be influenced by a number of factors including the size and cost of the array, and future energy values. As such, the Section 151 Officer supports the recommendations of this report.

Legal Implications – Monitoring Officer:

19. This paper sets out proposals to improve facilities at Reigate Fire Station, which are no longer fit for purpose, to enable the Council to provide an improved and enhanced fire service whilst also meeting the Council's legal obligations. The proposal relates to redevelopment of the site including demolition of the existing fire station and construction of a new building.
20. The Council as owner of the site is empowered by legislation including (but not limited to) Section 2(1) of the Local Authorities (Land) Act 1963 to carry out

redevelopment for the benefit or improvement of its area. The Council can erect, extend, alter or re-erect any building and construct or carry out works on land.

21. The paper includes approval for capital funding to facilitate the proposals. Cabinet is under fiduciary duties to residents when utilising public monies and in considering these proposals, Cabinet Members will want to satisfy themselves that it represents an appropriate use of the Council's resources.
22. Legal Services will provide such assistance and advice as is required in respect of the procurement of the appropriate supply chain partners to deliver the design, build and fit of the new structures to ensure compliance with The Public Contracts Regulations 2015, as amended, and the Council's Procurement and Contract Standing Orders.

Equalities and Diversity:

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

Other Implications:

24. 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	No direct implications arising from this report.
Environmental sustainability	The development 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 building will be designed with the ambition to be operationally net zero carbon and be future proofed to be adapted and resilient to the impacts of climate change. The key features of an operationally net zero building include high thermal efficiency, a low carbon heating system and maximising the generation and use of on-site renewable energy. Materials and construction emissions will be reduced where 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, and the Application of Sustainable Drainage

Area assessed:	Direct Implications:
	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:

25. Should Cabinet approve the report's proposal, the high-level timescales are as set out below:

Key milestones	Timescale
Planning: submit application and receive decision	Jun 2023 – Nov 2023
Award contract to construction partner(s)	Jan 2024
Construction period	May 2025 – Jun 2026

Report Author:

Darren Humphreys, Contract Manager, Capital Projects, Land And Property, 07815 994124
 Paul Williams, Senior Development Manager, Capital Projects, Land And Property, 07977 295642

Consulted:

SFRS senior management and staff
 Cabinet Member for Property and Waste
 Cabinet Member for Communities and Community Safety
 Ward councillors for Reigate
 Director for Land and Property, Surrey County Council
 Assistant Director, Capital Projects, Land and Property, Surrey County Council
 Strategy and Management, Land and Property, Surrey County Council
 Legal, Finance, and Greener Futures teams, Surrey County Council

Annexes:

Annex 1: SFRS People Impact Assessment
 Part 2 report

Sources/background papers:

None

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People Impact Assessment (PIA) Template

Policy / Project / Function	Reigate Redevelopments	Date of PIA	10/03/2023
Analysis Rating: please tick 1 box ✓ (The analysis rating is identified after the analysis has been completed - See Completion Notes).	RED	AMBER	<input checked="" type="checkbox"/> GREEN Proportionate means achieving a legitimate aim/can be objectively justified.
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 and other SFRS staff who operate out of Reigate station. Members of South East Ambulance Service.		
What are the aims and intended effects of this proposal (project, policy, function, service)?			
Enhanced provision for the four appliances which are held there – the appliance bays will be extended to offer more space around each appliance. Resolution of separating clean and contaminated areas to improve H&S of crews and families. Provision of separate rooms for sleeping to provide dignity whilst sleeping.			
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 on line 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)				
Religion or Belief		YES		If prayer or quiet space is required, a manager office is available.
Sexual Orientation (Lesbian, Gay, Bisexual, and Straight)	YES			
Pregnancy and Maternity	YES			
Marital Status (Married and Civil Partnerships)	YES			
Gender Reassignment (Includes non-binary)		YES		Separate sleeping accommodation to ensure privacy.
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 <i>non-legislative characteristics</i> ?					
Action Planning					
Identified Impact Protected Characteristic or local non-legislative factor	Recommended Actions	Responsible Lead	Completion Date	Review Date	

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Version Control			
Version number	Purpose/Change	Author	Date



People Impact Assessment (PIA) Template

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



People Impact Assessment (PIA) Template

Completion Notes:	
Analysis Ratings:	<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>
Equality Data:	<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>
Legal Status:	<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>
Objective And/or Proportionate	<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>

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SURREY COUNTY COUNCIL**CABINET**

DATE: 25 APRIL 2023

REPORT OF CABINET MEMBER: NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY AND WASTE
KEVIN DEANUS, CABINET MEMBER FOR HIGHWAYS AND COMMUNITY RESILIENCE

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

SUBJECT: GODSTONE DEPOT - REDEVELOPMENT

ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ ENABLING A GREENER FUTURE

Purpose of the Report:

This report seeks Cabinet approval to redevelop Godstone Depot to ensure that Surrey County Council's (the Council) Highways and Transport Service has fit for purpose, year-round facilities with a long-term operational lifespan to deliver its critical service maintaining Surrey's roads for safer travel across the county for residents, businesses and visitors.

This report proposes redeveloping the current site at Oxted Road, Godstone RH9 8BP to design and construct new working, operational and storage areas, replace the vehicle weighbridge and improving the current vehicle routing through the site.

Approving the investment and the proposal recommended in this report will allow the Council's Highways and Transport Service to improve and enhance its critical service and fulfil its statutory duty to maintain Surrey's highways.

Recommendations:

It is recommended that Cabinet:

1. Approves capital funding from the pipeline to redevelop the Godstone Depot site to design and construct a new working and operational facilities on the existing site. The capital funding required to develop the new facilities is commercially sensitive at this time and is set out in the Part 2 report.
2. Approves procurement of appropriate supply chain partners to deliver the design, build and fit out of the new structures in accordance with the Council's Procurement and Contract Standing Orders.
3. Notes that, regarding the procurement of supply chain 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 Godstone Depot in order to:

- Enable the Service to improve and enhance its critical front-line function, supporting the county's economy by enabling safer travel for Surrey's road users.
- Provide fit for purpose, long-term facilities for the Highways and Transport Service and its partners to deliver its critical services and statutory duties to maintain the county's roads, including gritting during winter weather.
- Improve the working, operational and health and safety environments for Highways and partner staff based at Godstone Depot.

Executive Summary:

Background

1. Eight Highways sites provide county-wide services, including winter maintenance (gritting and snow clearance), highways repairs and maintenance, materials and vehicle storage, and provide accommodation for staff and contractors. Godstone Depot is strategically critical to the Highways Service for road gritting during winter weather as well as providing highway maintenance needs for the east of the county.
2. Following a review of the Council's depot estate, the preferred option for Godstone Depot is "site optimisation," retaining its operational uses. The existing facilities are outdated and require substantial maintenance to keep them operational and do not allow the site to operate to its full potential. Redevelopment will result in revenue savings along with providing fit for purpose facilities.

Figure 1: Exterior and interior images of the existing facilities



Site office



Site workshop



Staff working and welfare environments

Options considered

3. Two main options were considered to address and mitigate the issues the current buildings pose to Highways and Transport and the service it provides:

Option	Description
A	Do nothing <ul style="list-style-type: none"> • Negative impact on the Service's operations • Does not meet Service current or future needs • Continued increasingly expensive maintenance costs
B	Redevelop the site <ul style="list-style-type: none"> • Rationalise site lay-out and provide new fit for purpose office and operational facilities • Addresses and meets the Service's current and long-term requirements

4. The recommended option is Option B which meets the Highways and Transport Service requirements to maintain Surrey's highways and improve the working and operational environments for Highways staff based at Godstone Depot and is within the Capital pipeline allocation for Highways Depots in the Medium Term Financial Strategy (MTFS).

Site redevelopment

5. The recommended proposal, as per Option B, is to build a new fit for purpose office space area and operational space area consisting of PPE storage, welfare and mess facilities. The existing buildings will be demolished, the vehicle route through the site will be enhanced to address health and safety site issues and operational efficiency. The car parking lay-out will be reconfigured for fifty-five staff parking bays of which 20% will be EV charging spaces. Additional works include a new vehicle weighbridge to replace the existing degrading facility and the relocation of the existing above-ground fuel tanks.
6. The recommended proposal will deliver the following critical operational outcomes:
- Fit for purpose buildings with a long-term operational lifespan.
 - Support the Highways and Transport Service to secure the right facilities in the right locations to deliver its services.
 - Support the depot's ability to be operationally compliant in its current location, thereby enabling the Service to maintain the highway network and pre-treatment of roads during winter weather/icy conditions within the agreed response times.
 - A new vehicle weighbridge which is essential for the loading of gritter lorries.
7. The construction period is expected to be one year (April 2024 – March 2025) during which time the Highways Service will continue to operate from the site to ensure continuity of service. The new office building will be constructed before the existing one is demolished to facilitate this.
8. Replacing the existing buildings 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.

Consultation:

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

- Highways and Transport senior management and staff, including operational staff who work out of Godstone Depot.
- Executive Directors within Surrey County Council.
- The Cabinet Member for Highways and Community Resilience.
- The Cabinet Member for Property and Waste.
- Surrey County Council officers within the Land and Property, Finance and Legal teams.

10. A public consultation will be undertaken as part of the planning application to raise awareness of the proposal and give the community the opportunity to comment on the proposal.

Risk Management and Implications:

11. Key risks associated with this scheme have been identified and are being actively managed, as outlined below.

	Risk description	Mitigation action/strategy
1.	Planning permission: any restrictive draft planning conditions	<ul style="list-style-type: none"> • Pre-application engagement with the Reg 3 team. • Monitoring responses. • Regular Case Officer Liaison.
2.	Cost increases: Inflation and market cost increases	<ul style="list-style-type: none"> • Early procurement of contractor in single stage D&B to ensure supply chain savings are captured. • Engagement with Cost Manager throughout the design development. • Cost reviews and reports produced on a regular basis. • Close liaison with Service and Design team to ensure proposal delivers fit for purpose facilities to budget.
3.	Delay to project: Delays to timescales from approval, planning or construction will impact costs, and/or re-tendering of contracts	<ul style="list-style-type: none"> • Cost estimates include provision for inflation but any delays to the project will result in significant cost increases. • Soft market testing carried out to establish appetite to tender for contract.
4.	Site constraints: Size, geometry, access issues, existing utilities capacities	<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. • Necessary surveys to identify utilities capacities on site have been procured, work started to determine future utilities requirements.
5.	Service continuity: During construction period	<ul style="list-style-type: none"> • The demolition/rebuild programme will be staggered to ensure staff are able to continue working out of the site 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 site at the least carbon impact and enable minimal operational carbon footprint going forwards. • Undertake sustainability workshops to explore opportunities available to reduce carbon emissions.

	Risk description	Mitigation action/strategy
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:

12. Replacing the existing old and outdated buildings at Godstone Depot with new, modern and fit for purpose buildings expected to save on high future maintenance and running costs. The building will be designed to be more energy efficient, so contributing to the Council's net zero ambitions. The recommended proposal will provide long-term facilities for the Highways Service and its partners to deliver the critical services and statutory requirements of maintaining Surrey's roads and gritting the highways during winter weather, which in turn will contribute to towards improving road safety for residents, businesses and visitors to the county.
13. The capital investment to deliver 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:

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 recommendation to transfer from Property capital pipeline to budget is provided for in the current MTFS. The cost of installing solar panels at this site was not reflected in the original Greener Futures capital pipeline, which will now need to be reviewed. The installation cost of solar panels is generally expected to be repaid through energy savings, although the payback period will be influenced by a number of factors including the size and cost of the array, and future energy values. As such, the Section 151 Officer supports the recommendations of this report.

Legal Implications – Monitoring Officer:

16. This paper seeks approval to redevelop Godstone Depot to enable the Council to meet its statutory duties in relation to highway maintenance by providing a fit for purpose service. The Council as owner of the site wishes to undertake extensive works to achieve site optimisation through the demolition of existing buildings and building of a new office and operational space.

17. The Council has extensive powers under legislation to enable the proposals to proceed. These powers include provisions under Section 2(1) of the Local Authorities (Land) Act 1963, which provides that a local authority 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. In redeveloping the site, the Council should ensure that legal advice is sought at the appropriate stages to ensure that legal obligations are met.
18. To facilitate the proposals, set out in this paper, approval is also sought for capital funding. Cabinet is under fiduciary duties to residents in relation to spending of public monies. Accordingly, Cabinet Members will want to satisfy themselves that the proposals represent an appropriate use of the Council's resources.
19. At the point that the Council is ready to proceed with the procurement cycle Legal will assist and advise on the appropriate steps to ensure compliance with the procurement regulations and to prepare robust contracts to protect the Council's interests.

Equalities and Diversity:

20. A People Impact Assessment has been completed by Highways and Transport 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	No direct implications arising from this report.
Environmental sustainability	The development 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, 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 building will be designed with the ambition to be operationally net zero carbon and be future-proofed to be adapted and resilient to the impacts of climate change. The key features of an operationally net zero building include high thermal efficiency, a low carbon heating system and maximising the generation and use of on-site renewable energy. Materials and construction emissions will be reduced where feasible. The next design stages will address the Green

Area assessed:	Direct Implications:
	Agenda within the budget allowance for the project and will design solutions to address the Green Agenda, e.g., Sustainability, and the 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 the report's proposal, the high-level timescales are as set out below:

Key milestones	Timescale
Planning decision	Dec 2023
Tender process	Jun 2023 – Aug 2023
Award contract to construction partner(s)	Dec 2023
Construction period	Apr 2024 – Mar 2025

Report Author:

Darren Humphreys, Contract Manager, Capital Projects, Land and Property
Tel: 07815 994124

Tim Hammersley, Principal Development Manager, Capital Projects, Land and Property
Tel: 07964 118683

Consulted:

Highways and Transport senior management and staff

Cabinet Member for Property and Waste

Cabinet Member for Highways and Community Resilience

Ward councillor for Godstone

Director for Land and Property, Surrey County Council

Assistant Director, Capital Projects, Land and Property, Surrey County Council

Assistant Director, Property Strategy and Management, Land and Property, Surrey County Council

Legal, Finance, and Greener Futures teams, Surrey County Council

Annexes:

Annex 1: People Impact Assessment

Part 2 report

Sources/background papers:

None

People Impact Assessment (PIA) Template

Policy / Project / Function	Godstone Depot Redevelopment	Date of PIA	06/03/2022
Analysis Rating: please tick 1 box ✓ (The analysis rating is identified after the analysis has been completed - See Completion Notes).	RED	AMBER	GREEN
	Proportionate means achieving a legitimate aim/can be objectively justified.		
Please list methods used to analyse impact on people (e.g. consultations forums, meetings, data collection)	Consultation with highways and term contractor staff 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	N/A		
Please list the groups of people potentially affected by this proposal. (e.g. applicants, employees, customers, service users, members of the public)	Employees and visitors to the site. Including SCC staff and term contractor staff using the 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 facilities for both workspace and welfare. Improved Safety on site by separation of vehicles and pedestrians.			
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)?			
On line consultations between highways, Ringway, 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 £		

11



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 meeting room 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 <i>non-legislative characteristics</i> ?					
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Version Control			
Version number	Purpose/Change	Author	Date

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



People Impact Assessment (PIA) Template

Working Group		
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This PIA was completed by... ..

People Impact Assessment (PIA) Template

Completion Notes:	
Analysis Ratings:	<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 <i>and/or local non-legislative factors</i> are identified - no further actions are recommended at this stage.</p>
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SURREY COUNTY COUNCIL

CABINET

DATE: 25 APRIL 2023



REPORT OF CABINET MEMBER: 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 11 (FEBRUARY) 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 28th February 2023 (M11) for revenue and capital budgets and the expected outlook for the remainder of the financial year.

Key Messages:**Revenue**

- **At M11, the Council is forecasting a full year deficit of £2.1m**, against the approved revenue budget, an improvement of £0.3m since M10. The details are shown in Annex 1 and summarised in Table 1.
- Without action, the underlying position would be an overspend of £31.1m. Budget Recovery Plans of £12.0m and utilisation of the remaining £17m corporate contingency budget reduces the overall level of forecast overspend to £2.1m.
- The utilisation of the remaining contingency budget recognises the deterioration of the financial environment since the budget was set in February 2022, due primarily to high levels of inflation combined with considerable increases in demand for key services. It has also enabled Directorates to focus on mitigating the remaining forecast overspend, reducing any additional negative impact on the level of the council's reserves at a time when the level of external financial risk is extremely high.

Capital

- The capital budget was reset at M9 to £210m. The M11 forecast of £199.9m is £10.1m less than the reset budget. Further details of the movement are set out in paragraph 12. The budget originally approved by Full Council in February 2022 was £212.1m.

Recommendations:

It is recommended that Cabinet:

1. Notes the Council's forecast revenue and capital budget positions for the year, including the use of the residual contingency budget and the commitment to continue to mitigate overspending budgets.

Reason for Recommendations:

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

Revenue Budget:

1. **At M11, the Council is forecasting a full year overspend of £2.1m against budget.**
This comprises a £31.1m underlying overspend, offset by £12.0m from budget recovery plans (BRP) and utilisation of the remaining £17m corporate contingency budget. This represents an overall improvement 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 five 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 has faced throughout 2022/23, high levels of inflation and a deterioration of the financial environment since the budget was set in February 2022, has required additional measures to protect the council's financial position:
 - Directorates forecasting an overspend position have developed budget recovery plans to identify targeted additional in-year activities, totalling £12m, to mitigate the forecast overspend position.
 - Utilisation of the residual corporate contingency budget of £17m, contained within Central Income & Expenditure.

These measures enable a focus on identifying mitigating activities to offset the residual forecast overspend of £2.1m.

Table 1 - Summary revenue budget forecast variances as at 28th February 2023

Directorate	Annual Budget	BAU M11 Adj Forecast	BAU Forecast Variance	Budget Recovery Plans	Forecast Variance
	£m	£m	£m	£m	£m
Adult Social Care	403.3	414.3	11.0	(9.0)	2.0
Public Service Reform & Public Health	36.4	36.4	(0.0)	0.0	(0.0)
Children, Families and Lifelong Learning	222.5	241.3	18.8	0.0	18.8
Comms, Public Affairs & Engagement	2.2	2.0	(0.2)	0.0	(0.2)
Surrey Fire and Rescue	33.1	35.9	2.8	(0.2)	2.6
Customer & Communities	17.4	17.5	0.1	(0.1)	0.0
Environment, Transport & Infrastructure	136.5	136.8	0.3	0.0	0.3
Prosperity Partnerships & Growth	1.6	1.4	(0.2)	0.0	(0.2)
Resources	77.0	78.2	1.2	(1.2)	0.0
Central Income & Expenditure	65.8	63.3	(2.5)	0.0	(2.5)
Total before DSG High Needs Block Offset	995.9	1,027.0	31.1	(10.4)	20.7
DSG High Needs Block Offset	27.2	27.2	0.0	(1.6)	(1.6)
After DSG High Needs Block offset	1,023.1	1,054.2	31.1	(12.0)	19.1
Contingency	17.0	0.0	(17.0)		(17.0)
Total Budget Envelopes	1,040.1	1,054.2	14.1	(12.0)	2.1
Central Funding	(1,040.1)	(1,040.1)	0.0		
Overall after central funding	0.0	14.1	14.1		

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

4. The forecast net Directorate overspend of £19.1m (before application of the contingency) relates primarily to:

Children, Families and Lifelong Learning (CFLL) - £18.8m overspend, an improvement of £0.4m from M10, due to:

- £12m projected overspend on Home to School Travel Assistance (H2STA), unchanged since Month 10. Despite demand pressures from the continuing increase in Education and Health Care Plans, pupil and route numbers have reduced in the new academic year. However, due to inflationary pressures on suppliers and contracts, as well as the significant volatility of fuel prices experienced throughout 2022, the forecast has increased significantly. A pressure being felt in many authorities across the country. A H2STA Oversight Board and Steering Group has been set up to oversee the improvement plans and future efficiencies 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 operational and financial strategies. The actions in year have brought the forecast down from a peak of £15m to the current position.
- £5.5m overspend on External Children Looked After (CLA) placements – The number of non-Unaccompanied Asylum Seeking Children (UASC) CLA have remained level over the year but the cost of residential and supported accommodation have inflated significantly. This price increase is a national issue due to a lack of sufficiency of placements within the market. Planned reductions in residential placements through the big fostering partnership have not occurred alongside cost inflation which are both adding to the overspend.
- £3.1m 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.
- £2.0m 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; alongside additional staffing costs in fostering due to the level of agency staff. An efficiency around standardising leave between agency and permanent workers is planned but not yet delivered due to workload requirements.
- £1.6m 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 – £2.0m net overspend, an improvement of £0.1m from M10, (£11.0m forecast overspend offset by £9.0m Budget recovery plan) due to £15.3m pressure on care package budgets due to forecast non-achievement of efficiencies relating to market pressures and capacity challenges, increased costs of care due to higher acuity of care needs, growing post pandemic demand and rising assessed fees & charges debt.

This is partially offset by staffing underspends and the budget recovery plan including draw down of reserves earmarked for ASC, use of Contain Management Outbreak Fund monies for ongoing additional care package expenditure related to the pandemic, releasing old year accruals, additional funding from the ASC discharge grant, and

measures taken since October 2022 to try to slow down care package spending and implement a temporary recruitment freeze until the end of March 2023.

Surrey Fire and Rescue - £2.6m net overspend, unchanged from M10, (£2.8m forecast overspend offset by £0.2m 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, national changes to 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 £0.2m of budget recovery plans (e.g. use of grants to cover existing staffing costs and capitalisation of staff and other appropriate costs).

Environment, Transport and Infrastructure - £0.3m overspend – deterioration of £0.5m primarily due to additional highway costs including increased numbers of emergency response incidents attended and safety defects reported and repaired following recent adverse weather.

Resources – balanced position forecast, unchanged from M10, (£1.2m forecast overspend offset by £1.2m Budget recovery plan) due to overspends of £1.4m relating to price inflation on utilities, resulting in forecast pressures in Land & Property. Furthermore, delays to the planned agile moves mean that some of the Land & Property efficiencies are unlikely to be delivered. In addition, there is continued increased demand for legal services. This is offset by £1.2m budget recovery plans and £0.2m underspends. Services have implemented a range of measures to mitigate the pressures, including use of reserves, reduced staffing costs by delaying non-statutory recruitment and continual appraisal of premises costs to mitigate the challenging inflation pressures.

Offset by:

- **Central Income and Expenditure - £2.5m underspend, unchanged since M10:** The forecast underspend is due to £0.3m increased interest receivable caused by improved cash balances and yield, £1.7m underspend on redundancies reflecting fewer service restructures and the improved evaluation of the Minimum Revenue Provision, based on the 2021/22 capital outturn and funding.
- **Utilisation of remaining Corporate Contingency Budget - £17m.** The total contingency budget for 2022/23 is £20m. £3m has already been allocated to fund the cost of the 2022/23 approved pay award above what was included in the budget approved in February 2022 and the cost of additional payments relating to the Real Living Wage and mileage enhancements.
- **DSG High Needs block - £1.6m budget recovery plan:** due to a reduction in the contribution required to the DSG High Needs Block offsetting reserve (paragraphs 6-8 below).

5. 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 February there were £7.5m of weighted risks and £1.2m of weighted opportunities, resulting in net weighted risks of £6.3m, a net improvement of £2.8m from M10. 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

6. The table below shows the projected forecast year end outturn for the High Needs Block.

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	33.0
<i>Deficit/(surplus)</i>	0.0
Contribution required to reserve	25.6
Reserve contribution budget	27.2
<i>Deficit/(surplus)</i>	(1.6)

7. As the Council remains on track to achieve its safety valve trajectory, the £1.6m surplus High Needs Block contribution has been released into the forecast as part of the budget recovery work.
8. The Council has recently received confirmation that our final monitoring report of 22/23 has been approved. As a result of the achievements with regards to the targets in the Safety Valve agreement the DfE have agreed to bring forward £11.5m of payments into 22/23. This will mean that at the end of 22/23 the Council will have received £64m of the total £100m Safety Valve funding.
9. Whilst this will bring down the deficit position at the end of this year by more than was originally projected, as the overall level of funding remains the same over the life of the Safety Valve agreement this does not change any other aspects of the anticipated trajectory or required cost containment.

Capital Budget

10. The 2022/23 Capital Budget was approved by Council on 8th February 2022 at £212.1m, with a further £71.0m available to draw down from the pipeline and £18m budgeted for Your Fund Surrey expenditure.
11. Capital budgets were reset at M9 to ensure that they provided a more accurate position, taking into account 2021/22 carry forwards, acceleration, known delays and in-year approvals. The revised budget was re-set to £210.0m. At M11 the projected year end forecast is an underspend of £10.1m against this re-set budget. Strategic Capital Groups are working towards mitigating this slippage, to the extent possible, for the remainder of this financial year.

Strategic Capital Groups	Annual Budget	Outturn Forecast at M11	M11 Forecast Variance	M10 Forecast Variance	Change from M10 to M11	Increase / Decrease / Unchanged
	£m	£m	£m	£m	£m	
Property						
Property Schemes	75.8	74.8	(1.0)	(1.6)	0.6	Increase
ASC Schemes	1.6	1.5	(0.1)	(0.1)	0.0	Unchanged
CFLC Schemes	2.5	1.7	(0.8)	(0.6)	(0.2)	Decrease
Property Total	79.9	78.0	(1.8)	(2.3)	0.5	Increase
Infrastructure						
Highways and Transport	85.6	81.7	(3.8)	(2.9)	(0.9)	Decrease
Infrastructure and Major Projects	11.9	12.2	0.3	1.0	(0.6)	Decrease
Environment	14.7	9.9	(4.8)	(4.2)	(0.6)	Decrease
Surrey Fire and Rescue	2.5	2.7	0.2	(0.0)	0.2	Increase
Infrastructure Total	114.6	106.5	(8.1)	(6.1)	(1.9)	Decrease
IT						
IT Service Schemes	15.5	15.4	(0.1)	(0.2)	0.1	Increase
IT Total	15.5	15.4	(0.1)	(0.2)	0.1	Increase
Total	210.0	199.9	(10.1)	(8.6)	(1.5)	Decrease

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

12. The factors contributing towards the net changes across Strategic Capital Groups are detailed below.

- Property Schemes – £1.0m overall decrease** mainly due to the Schools Basic Need programme where contractor issues at one school and snagging delays at another school have led to scheme delays since December (-£1.2m). Furthermore, completion of part of the Children Looked After scheme is delayed to 2023/24 due to snagging (-£0.6m). These are offset by acceleration with the Independent Living programme, following a cost review (£0.6m).
- ASC Schemes - £0.1m overall decrease** due to a planned carry forward of the Major Adaptations budget, as works are not due to complete in this financial year.
- CFLC Schemes - £0.8m overall decrease** mainly due to the extension of the final phase of an Education Management System project (£0.5m), which means that the final capital contract costs will not be paid this financial year. This extension was approved after the M9 budget monitoring cycle. There are also further reductions in forecast for foster carer grants and adaptations budgets of £0.1m respectively.
- Highways and Transport Schemes - £3.8m overall decrease.** Following assessment and investigation, a number of bridge maintenance schemes are now expected to take longer to complete which will result in a reduced cost this financial year (£1.3m). Road maintenance works totalling £1.4m are also expected to be delayed until next financial year. Other schemes within the programme have been delayed for a number of different reasons including resourcing issues and the need to reprofile works to accommodate other planned works or to take advantage of lower levels of traffic during school holidays.
- Infrastructure and Major Projects - £0.3m overall increase** reflecting the latest programme for the A320 Housing Infrastructure Fund scheme, with additional works now expected to take place this financial year (£0.8m), offset by smaller days to other projects.

- **Environment Schemes - £4.8m overall decrease** primarily relating to the Sustainable Warmth grant-funded programmes. The Council has had a significant number of applications for works on Band D properties which could not progress due to grant eligibility criteria, which is determined by the Department for Business, Energy & Industrial Strategy (BEIS). This was raised with BEIS in December, at which point the delivery agent had confidence that BEIS would allow all applications to progress. However the decision to allow these to progress was only made in February, which has meant that some works had to be moved into 2023/24. Further delays have been caused by adverse weather in December, delaying installations.
- **IT Service Schemes - £0.1m overall decrease** due to a number of small variances, the largest relating to the Agile Capabilities programme (-£48k).

Consultation:

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

Risk Management and Implications:

14. Risk implications are stated throughout the report and each relevant director or head of service has updated their strategic and or service risk registers accordingly. In addition, the 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:

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

Section 151 Officer Commentary:

16. 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.

17. 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. 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:

18. 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.
19. 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:

20. 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.
21. 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:

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Consulted: Cabinet, Executive Directors, Heads of Service

Annex:

Annex 1 – Forecast revenue budget as at 28th February 2023

Annex 1

Forecast revenue budget as of 28th February 2023

Service	Cabinet Member	Full Year	Full year net	Full Year net	Full year net
		Gross budget £m	budget £m	forecast £m	forecast variance £m
Education and Lifelong Learning	C Curran	222.5	21.6	21.4	(0.2)
Family Resilience	S Mooney	37.7	34.2	32.8	(1.4)
Corporate Parenting	S Mooney	120.4	105.2	113.8	8.6
Quality and Performance	S Mooney	10.6	9.6	9.4	(0.1)
Commissioning	S Mooney	138.1	53.2	64.8	11.6
CFLC Exec Director	S Mooney	(1.3)	(1.3)	(0.9)	0.4
Children, Families and Lifelong Learning		528.0	222.5	241.4	18.8
Public Health	M Nuti	34.5	34.5	34.5	(0.0)
Public Service Reform	M Nuti	1.1	1.9	1.9	(0.0)
Public Health and PSR		35.6	36.4	36.4	(0.0)
Adult Social Care	M Nuti	549.6	403.3	405.3	2.0
Highways & Transport	M Furniss / K Deanus	71.9	56.8	56.9	0.1
Environment	M Heath/ N Bramhall	76.9	74.7	74.9	0.2
Infrastructure, Planning & Major Projects	M Furniss	5.4	3.0	2.9	(0.1)
Leadership Team	M Furniss	1.5	1.5	1.6	0.0
Emergency Management	K Deanus	0.5	0.5	0.5	0.0
Environment, Transport & Infrastructure		156.3	136.5	136.8	0.3
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	1.9	(0.2)
Communications, Public Affairs and Engagement		2.2	2.2	2.0	(0.2)
PPG Leadership	T Oliver	0.3	0.3	0.2	(0.0)
Economic Growth	M Furniss	1.3	1.3	1.1	(0.2)
Prosperity, Partnerships and Growth		1.6	1.6	1.3	(0.2)
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	(0.1)
Surrey Arts	D Turner-Stewart	0.4	0.4	0.4	0.1
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	0.4
Customers and Communities		32.8	17.4	17.4	0.0
Land and Property	N Bramhall	32.5	24.0	24.8	0.8
Twelve15	D Lewis	20.1	(1.5)	(1.5)	0.0
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	6.8	(0.4)
Joint Orbis	D Lewis	6.5	6.5	6.1	(0.4)
Legal Services	D Lewis	5.4	4.9	5.6	0.7
Business Operations	D Lewis	4.0	2.0	1.8	(0.3)
Democratic Services	D Lewis	4.0	3.8	3.7	(0.0)
Corporate Strategy and Policy	D Lewis	2.1	1.6	1.4	(0.2)
Executive Director Resources	D Lewis	2.5	2.5	2.6	0.2
Transformation and Strategic Commissioning	D Lewis	1.4	1.4	1.2	(0.2)
Performance Management	D Lewis	0.2	0.2	0.1	(0.0)
Resources		118.7	77.0	77.0	(0.0)
Corporate Expenditure	D Lewis	108.0	65.8	63.3	(2.5)
Total before DSG High Needs Block					
Offset		1,571.5	995.9	1,016.6	20.7
DSG High Needs Block Offset		27.2	27.2	25.6	(1.6)
Total Budget Envelopes		1,598.7	1,023.1	1,042.2	19.1
Contingency		0.0	17.0	0.0	(17.0)
Total Budget Envelopes		1,598.7	1,040.1	1,042.2	2.1
Central funding			(1,040.1)	(1,040.1)	0.0
Total Net revenue expenditure including DSG HNB		1,598.7	(0.0)	2.1	2.1

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