

## Notice of Meeting

# Cabinet



<u>Date and Time</u>	<u>Place</u>	<u>Contact</u>	<u>Web:</u>
Tuesday, 27 June 2023 2.00 pm	Council Chamber, Surrey County Council, Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF	Huma Younis or Sarah Quinn huma.younis@surreycc.gov.uk or sarah.quinn@surreycc.gov.uk	<a href="https://www.surreycc.gov.uk/council-and-democracy">Council and democracy Surreycc.gov.uk</a>  <b>Twitter:</b> <a href="https://twitter.com/SCCdemocracy">@SCCdemocracy</a>

### **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 or Sarah Quinn on [huma.younis@surreycc.gov.uk](mailto:huma.younis@surreycc.gov.uk) or [sarah.quinn@surreycc.gov.uk](mailto:sarah.quinn@surreycc.gov.uk).

This meeting will be held in public at the venue mentioned above and may be webcast live. Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area or attending online, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If webcast, a recording will be available on the Council's website post-meeting. The live webcast and recording can be accessed via the Council's website: <https://surreycc.public-i.tv/core/portal/home>

If you would like to attend and you have any special requirements, please email Huma Younis or Sarah Quinn on [huma.younis@surreycc.gov.uk](mailto:huma.younis@surreycc.gov.uk) or [sarah.quinn@surreycc.gov.uk](mailto:sarah.quinn@surreycc.gov.uk). Please note that public seating is limited and will be allocated on a first come first served basis.

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE**

### **2 MINUTES OF PREVIOUS MEETING: 30 MAY 2023**

(Pages  
1 - 6)

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 (21 June 2023).

#### **b PUBLIC QUESTIONS**

The deadline for public questions is seven days before the meeting (20 June 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**

To consider any reports from Select Committees, Task Groups and any other Committees of the Council.

**6 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 7 - 10)

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 11 - 14)

To receive an update from Kevin Deanus, Cabinet Member for Highways and Community Resilience.

**8 MODERNISING OUR LIBRARY ESTATE, LIBRARIES TRANSFORMATION - PHASE 1** (Pages 15 - 42)

This report sets out the next stage of the modernisation of the Library Estate as part of the Library and Cultural Services Transformation programme. It seeks Cabinet's approval to release funding from the capital pipeline for investment to support the major transformation of four priority libraries within Phase 1 of the programme: Epsom, Redhill, Staines and Woking.

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

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

**9 WEYBRIDGE HUB REDEVELOPMENT** (Pages 43 - 54)

This report seeks Cabinet approval for capital funding to refurbish and extend Weybridge Library, a Surrey County Council owned asset, to create a multi-use service hub delivering a wider range of services and facilities, accessible to all Weybridge residents.

*(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 17.

- 10 ARUNDEL HOUSE, SURREY COUNTY COUNCIL RESIDENTIAL CARE HOME** (Pages 55 - 110)

This report sets out the background and strategic context behind the formal consultation recently conducted on the proposed closure of Arundel House, a Residential Care Home for people with learning disabilities run by Surrey County Council. The report also provides details on the feedback from the consultation and other relevant information that inform the officer recommendation to Cabinet that Cabinet agree to the closure of services operating from the Arundel House site.

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

- 11 GOVERNANCE PROPOSAL FOR SOLAR ROOFTOP AND BUILDING DECARBONISATION PROJECTS** (Pages 111 - 156)

Cabinet is asked to give high level in principal approval of the solar rooftops projects and the buildings decarbonisation projects, from the successful Public Sector Decarbonisation Scheme Phase 3b (PSDS3b) schools and corporate buildings grant application that are proposed to be taken forward.

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

- 12 SURREY INFRASTRUCTURE PLAN - PHASE 4 SCHEMES** (Pages 157 - 176)

This report recommends the approval of a further phase of schemes to be implemented, identifies additional schemes requiring further development and provides a brief update on the status in the earlier phases which were approved by Cabinet in October 2021, May 2022 and November 2022.

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

N.B There is a Part 2 report at Item 18.

- 13 YOUR FUND SURREY- CF218 YVONNE ARNAUD THEATRE** (Pages 177 - 184)

This report sets out the key information on the Yvonne Arnaud Theatre Your Fund Surrey (YFS) application, for the consideration of Cabinet.

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

- 14 2023/24 MONTH 1 (APRIL) FINANCIAL REPORT** (Pages 185 - 192)

This report provides details of the County Council's 2023/24 financial position as at 30th April 2023 (M1), and the expected outlook for the remainder of the financial year. As in previous years, M1 is a high-level review, focussing on risks and opportunities in relation to the 2023/24 budget.

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

**15 EXCLUSION OF THE PUBLIC**

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

**PART TWO - IN PRIVATE**

- 16 MODERNISING OUR LIBRARY ESTATE, LIBRARIES TRANSFORMATION - PHASE 1** (Pages 193 - 204)

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 Children, Families, Lifelong Learning and Culture Select Committee)*

- 17 WEYBRIDGE HUB REDEVELOPMENT** (Pages 205 - 210)

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 SURREY INFRASTRUCTURE PLAN - PHASE 4 SCHEMES** (Pages 211 - 216)

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 Communities, Environment and Highways Select Committee)*

## **19 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, 19 June 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 Wi-Fi is available; please ask the committee manager for details.

Anyone is permitted to film, record or take photographs at Council meetings. Please liaise with the committee manager 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.

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 by the deadline stated in the agenda. 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.

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**MINUTES OF THE MEETING OF THE CABINET  
HELD ON 30 MAY 2023 AT 2.00 PM  
AT 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 (attended virtually)  
\*Denise Turner-Stewart  
\*Sinead Mooney  
Marisa Heath  
\*Kevin Deanus

Deputy Cabinet Members:

\*Maureen Attewell  
\*Rebecca Paul  
Paul Deach  
\*Jordan Beech

**PART ONE  
IN PUBLIC**

**72/23 APOLOGIES FOR ABSENCE [Item 1]**

Apologies were received from Clare Curran, Paul Deach and Marisa Heath.

**73/23 MINUTES OF PREVIOUS MEETING: 25 APRIL 2023 [Item 2]**

These were agreed as a correct record of the meeting.

**74/23 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**75/231 PROCEDURAL MATTERS [Item 4]**

**75/23 MEMBERS' QUESTIONS [Item 4a]**

There were no Member questions.

**76/23 PUBLIC QUESTIONS [Item 4b]**

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

With regards to her main question, Anna Sutherland asked that if Surrey SEND decision making panels were making legally compliant decisions then why were the independent SEND tribunals finding in favour of families in the

majority of cases. The Leader agreed for a written response to be sent to the questioner in the absence of the Cabinet Member for Education and Learning.

A supplementary question was asked on behalf of Louise Gannon. The question was when would the Cabinet Member for Education and Learning, Executive Director for Children, Families and Lifelong Learning and Director of Education and Lifelong Learning be willing to sit down with parents and engage with them on the ongoing and historical problems associated with the SEND department. The Leader agreed for a written response to be sent to the questioner in the absence of the Cabinet Member for Education and Learning.

With regards to his question Colin Pugh stated that despite all his complaints, the intervention of his local member, having to issue court proceedings and then finally for the council to realise its errors and apologise profusely, did the Cabinet consider this to be good service despite his son still not having provision for a post 16 school place. The Leader agreed for a written response to be sent to the questioner as soon as possible.

**77/23 PETITIONS [Item 4c]**

There were none.

**78/23 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]**

There were none.

**79/23 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]**

There were none.

**80/23 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 6]**

There were five decisions for noting.

**RESOLVED:**

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

**81/23 CABINET MEMBER OF THE MONTH [Item 7]**

The Cabinet Member for Finance and Resources provided the Cabinet with an update on the work he and the services he supports had been undertaking. The following key points were raised:

- The Cabinet Member stated that given both the pressures that the council faces and the large increase in demand for the services provided, to end the financial year with a slight surplus in our revenue budget was a positive outcome. The council was able to produce a balanced budget which protected the delivery of frontline services whilst limiting the Council tax increase to 2.99%.

- As far as the capital budget was concerned, there was a £12 million underspend against the reset budget. The service was looking to see how the council can improve forecasts for complex capital schemes.
- The Cabinet Member was a board member of the Additional Needs and Disability Transformation Board and explained that a large amount of work had gone into delivering the DSG high needs block safety valve agreement which was on track.
- My Surrey, which is the enterprise resource planning system and will replace the existing SAP system would be going live at the beginning of June. The Cabinet Member thanked all staff who had worked really hard and tirelessly to get the project to this stage.
- The council's internal audit plan was on track however it was disappointing that the 2021/22 statement of accounts remain unsigned by Grant Thornton due to national issues. It was explained that the council's external auditors would change to Ernst and Young from this financial year onwards.
- The Cabinet member was responsible for a busy portfolio that cut across all the Council's activities and thanked and acknowledged the hard work of staff.

**RESOLVED:**

That the Cabinet Member of the Month update be noted.

**82/23 SURREY COUNTY COUNCIL'S ADOPTION OF THE REVISED SURREY AGREED SYLLABUS FOR RELIGIOUS EDUCATION [Item 8]**

The report was introduced by the Deputy Leader and Cabinet Member for Communities and Community Safety who explained that the agreed syllabus for religious education had been agreed by Surrey SACRE. The syllabus had been reviewed by qualified teachers and the advisor to Surrey SACRE. There had been positive changes to the syllabus meaning the new syllabus was more relevant and compliant with good practice in RE teaching across England. The agreed syllabus for RE would be introduced in maintained and voluntary controlled schools from the September 2023 for teacher training and taught from September 2024. The Leader highlighted that there had been wide consultation with the diocese and schools.

**RESOLVED:**

1. That Cabinet formally adopts the 2023 revised Agreed Syllabus for Religious Education in Surrey.

**Reasons for Decisions:**

There have been a number of changes in curriculum delivery, content and in guidance from the Department of Education since the existing syllabus was adopted in 2017, meaning it was no longer fit for purpose. The revision period has enabled a comprehensive engagement including the adoption of the recommendations from Ofsted in relation to curriculum design, set out as follows:

- It should be sequenced in such a way that the 'curriculum is the progression model'

- It should help pupils to make connections across their learning, build strong schemata.
- It should set out what it means to get better at RE in substantive, disciplinary and personal knowledge, across ages and stages of development.

There has been a complete review of the content by qualified teachers and the Advisor to the Surrey SACRE, and the revised syllabus can now be recommended to the Cabinet for teacher training and implementation from September 2023 and first teaching from September 2024. The action being proposed will have benefits for the residents of Surrey in as much as teachers will be able to begin a new academic year by teaching a more relevant RE curriculum that complies with national guidance, prepares young people well for examination courses in RE, and more accurately reflects the values and beliefs of citizens in this country.

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

### **83/23 2022/23 OUTTURN FINANCIAL REPORT [Item 9]**

The report was introduced by the Cabinet Member for Finance and Resources who explained that the report set out the council's 2022/2023 financial performance for revenue and capital including the year end, treasury management and debt outturn position. It was explained that the £20m contingency that had been built into the budget had been used. The council had also achieved £27.5m of the £46.8m target of efficiencies set out at the beginning of the financial year, including those delivered through transformation programmes. The Cabinet Member provided the Cabinet with an update on the budgets of each of the council's services including revenue and capital budgets. The Cabinet Member stated that despite the financial year featuring some of the most severe pressures faced for many years, the council had achieved a £0.7m surplus outturn for the year.

#### **RESOLVED:**

1. That Cabinet note the Council's revenue and capital positions for the year.
2. That Cabinet approve the contribution of the £0.7m residual surplus to the General Fund Balance, maintaining the balance at c4.5% of the net revenue budget.
3. That Cabinet approve a reserve contribution of £10.5m to the Budget Equalisation Reserve in relation to additional Business Rate Grant received late in the financial year. This is based on anticipated deficits in Borough and Districts collection funds relating to Government reliefs granted for retail and hospitality sectors during the pandemic (paragraph 28).
4. That Cabinet approve capital carry forwards of £11.2m, consisting of £18.3m of slippage offset by £7.1m of accelerated spend. Of the

slippage, £14.2m is requested to be carried forward into the 23/24 capital programme, with the remaining £4.1m in 2024/25 (paragraph 46 - 47)

**Reasons for Decisions:**

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

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

**84/23 EXCLUSION OF THE PUBLIC [Item 10]**

**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.

**85/23 OPTIONS APPRAISAL ON THE PROVISION OF FINANCE TRADED SERVICES TO SCHOOLS [Item 11]**

The Cabinet Member for Finance and Resources introduced the Part 2 report which contained information which was exempt from Access to Information requirements by virtue of Paragraph 4: 'Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.'

**RESOLVED:**

1. That Cabinet agree to proceed with Option B as described in the Part 2 report.

**Reasons for Decisions:**

See Exempt Minute [E-07-23]

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

**86/23 PUBLICITY FOR PART 2 ITEMS [Item 12]**

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

Meeting closed at 14:38

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**Chairman**

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**SURREY COUNTY COUNCIL****CABINET****DATE:** 27 JUNE 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](mailto:huma.younis@surreycc.gov.uk)

**Annexes:**

Annex 1 – Delegated Decisions taken

**Sources/background papers:**

None

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## Annex 1

Cabinet Member Decision – 30 May 2023

### CABINET MEMBER FOR EDUCATION AND LEARNING DECISIONS

#### **1. SEND Capital Programme Phase 4: Proposal to establish a new ASD-Designated SEN Unit at Epsom Downs Primary School**

##### **(i) Resolved:**

The Cabinet Member for Education and Learning determined the statutory notices published thereby bringing into effect the formal commencement of the proposal to establish a new ASD-designated SEN Unit at Epsom Downs Primary School from 1 September 2023.

##### **(ii) Reason for decision**

The proposal referenced in this paper is aligned with the SEND Capital Programmes aims to deliver 2,440 permanent additional specialist school places in Surrey between 2019-2026 to create capacity for 5,760 state-maintained specialist places by 2030/31.

The Cabinet Member for Education and Learning's approvals and recommendations completes the statutory process in accordance with the DfE guidance "Making significant changes ('Prescribed Alterations') to Maintained Schools."

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**CABINET MEMBER OF THE MONTH - 27 JUNE 2023****NAME:** Kevin Deanus, Cabinet Member & Jordan Beech, Deputy Cabinet Member**PORTFOLIO:** Highways & Community Resilience**Grass cutting**

Adhering to the grass cutting programme has been an issue following the transfer from District & Boroughs and there are two main reasons for this:

- 1) We have new contractors who are learning their areas and as they do so, they are getting additional insight into the time it will take them to cut each area and that then impacts the next cuts. It has become evident that previously published dates may have been unrealistic. This is entirely to be expected at the start of a new contract.
- 2) Wet weather - we had a very wet few weeks and cutting the grass whilst raining or when the grass is wet is not advisable due to risk of damaging the blades, grass clippings clumping, tearing the grass at the root and impacting the quality of the cut. This means we have to return to the areas missed once they dry out which has a knock-on impact to the ongoing programme.

To help combat the increase in enquiries and complaints, we have now updated the programme to show previous cuts and next cut, stated when the programme was last updated and how often we will endeavour to update it going forward. We have also updated our website to make it clearer why cutting cannot be done when the grass is wet and how this could impact the programme.

The decrease (in some areas) to 4 urban and 2 rural cuts a year has also generated further enquiries with concerns regarding tics, fleas, dog mess and sightline issues. To help alleviate the number of these types of enquiries we have bolstered the information on our website which provides additional details about the impact of longer grass.

As mentioned previously, the start of a contract always has teething issues and we have been reactively addressing the issues raised to date. We are now evolving into a more pro-active approach where we will have daily whereabouts information from contractors, a more regularly updated programme and enhanced information on our website.

The task and finish groups are also looking into other operational suggestions such as increasing the number of cuts, road sweepers to keep grass out of drains and gullies, collecting grass cuttings and additional signage for blue heart verges and additional resource to respond to enquiries. Updates will be given on these in due course.

**Parking enforcement**

The new parking enforcement service has now been running for just over two months. Here are the highlights at the beginning of June:

- Twelve Civil Enforcement Officers (CEOs) transferred from the D&B teams to NSL under TUPE regulations on the 01 April which was a lower number than hoped. During the first week of April staff underwent training and familiarisation with new

areas, equipment and IT systems etc. As of the first week of June, there were approximately 40 NSL CEOs working on our Surrey contract following an extensive recruitment drive. Other important appointments at NSL include supervisors and base managers as well as a contract analyst who will concentrate on reporting enforcement data and identifying/targeting enforcement activity where needed as well as other improvements to the service.

- Training and recruitment are ongoing, NSL have recently met ex-military groups and will be attending recruitment fairs. Typically one or two new CEO appointments being made each week.
- At the beginning of April two D&B staff transferred to our new SCC enforcement team under TUPE regulations. The Parking Enforcement Team Leader role has been appointed to an experienced applicant who starts in July. Three Parking Liaison Officers will start late June and will be able to respond to enquiries and help plan enforcement activities with NSL.
- During April there were 4,154hrs hours of enforcement activity with 10,965 vehicle observations resulting in 3,423 Penalty Charge Notices (PCNs) across the county.
- During May there were 22,458 vehicle observations resulting in 6,122 PCNs countywide.
- Enforcement patrols have been active weekdays, weekends and bank holidays, however during April it was generally not possible to deploy CEOs after 6pm due to the limited numbers and need to prioritise the busier daytime periods. Patrols have been extended to 7pm in the evenings by the end of May. It is planned to extend this to 8pm by the end of June as part of targeted enforcement and in areas where restrictions operate later into the evening.
- The resident parking permit application system is operational. There are 3 main ways to apply:
  1. Via our web pages [www.surreycc.gov.uk/parking](http://www.surreycc.gov.uk/parking) and creating a 'permit account'
  2. Over the phone by calling **0330 175 5930** and speaking to the permit team
  3. By email [SCCpermits@nslservices.co.uk](mailto:SCCpermits@nslservices.co.uk)
- Verification documents can be uploaded, attached to an email or sent via the post to the NSL permit team. Average wait times for the phone line are now less than 2 minutes. There were longer wait times in the first two weeks of April and it seems many permit holders felt the need to call the number despite our messaging to the effect that they did not need to do so unless their permit was due for renewal. Calls per day reduced from 300 at the start of April to 100 at the end. There were also reports of missing addresses when using the online permit renewal system however these are now decreasing as corrections are made and address data checked.
- Traffic order amendments are being made in some areas of the county as part of the transition from paper to virtual permits. We have already decided to retain paper 'Carer' permits for (often more elderly) housebound residents who need regular visits from friends/family and health professionals. The associated statutory consultation process required for the changes is allowing us to identify any other areas where paper permits may need to be retained. This is only likely to be visitor permits in cases where residents are unable to access the internet.

- Parking enforcement problems can be reported via a dedicated email address that goes direct to NSL [SurreyParkingEnforcement@nslservices.co.uk](mailto:SurreyParkingEnforcement@nslservices.co.uk). This is also publicised on our website.
- By the third week of May around 60 schools were visited per week around the county by enforcement officers either in the am or pm. 29 vehicles were moved on and 4 PCNs issued.
- Delays have been experienced in fitting out our ANPR camera car with a long lead in time for some specialist components.

#### Activities for the June/July/August

- New SCC Enforcement Team members will join in June/July and recruitment at NSL will continue. This will help manage the service and improve the response we can provide to enquiries.
- A contract analyst has started at NSL who will be able to significantly improve the reporting capabilities and information available for the enforcement back-office system.
- The ANPR camera car will be delivered.
- In July we will send borough/district specific enforcement updates to county members with an offer to attend a parking task group for their area. This will be an opportunity to discuss local parking issues with the NSL/SCC Team such as patrol areas and school enforcement.

#### Potholes

Potholes have been a plague across the country since the beginning of the year. A combination of periods of very cold and very wet weather over the winter and spring, coupled with a hot summer last year has left many roads across the country in a poor state.

We appreciate how frustrating the increase in potholes is for our residents. We are fixing as many as we can, and as quickly as we can, but we understand some of our road conditions are poor at the moment which is making driving and cycling challenging in some locations.

We have increased our highways teams by 300% and they are working night and day to fix around 1,600 potholes and other defects every week. We are still receiving high numbers of reports of potholes and it is sometimes taking us longer than usual to make repairs. However, we are pleased to report that the situation is improving. The number of new reports of potholes are dropping and we are increasing how many are being fixed. We cannot be everywhere all at once, but please be assured if a pothole is reported, we will get to it, and we will fix it.

Our priority is to ensure the safety of the highway. We therefore sometimes need to put temporary repairs in place, purely as an interim measure. Sometimes we have to carry out a temporary repair initially which could be because the pothole is on a busy road and closing it at that time would cause significant traffic problems for road users, or because the ground is wet and not suitable for a permanent repair at that time. These temporary repairs will be

marked 'Temp'. We understand that temporary repairs can frustrate people, but our priority is always to make the road safe and we will always return to make a full repair.

Sometimes we also carry out larger patching repairs where we consider this to be the most suitable approach. We are also rolling out a "find and fix" approach with our pothole repair gangs where they will be able to fix potholes that meet our intervention criteria even if they have not been reported or inspected yet. We are programming over 50 emergency resurfacing schemes across the county which will resurface sections of roads that have deteriorated beyond where pothole repairs are possible.

The emergency surfacing programme will continue until the end of the summer. In addition to this we are also spending £70m on our Horizon programme which will see many more roads and pavements treated during the coming year.

## SURREY COUNTY COUNCIL

## CABINET



<b>DATE:</b>	<b>27 JUNE 2023</b>
<b>REPORT OF CABINET MEMBER:</b>	<b>DENISE TURNER STEWART, DEPUTY LEADER AND CABINET MEMBER FOR COMMUNITIES AND COMMUNITY SAFETY</b>
<b>LEAD OFFICER:</b>	<b>MARIE SNELLING, EXECUTIVE DIRECTOR FOR CUSTOMER AND COMMUNITIES</b>
<b>SUBJECT:</b>	<b>MODERNISING OUR LIBRARY ESTATE, LIBRARIES TRANSFORMATION - PHASE 1</b>
<b>ORGANISATION STRATEGY PRIORITY AREA:</b>	<b>GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT /ENABLING A GREENER FUTURE/ EMPOWERING COMMUNITIES</b>

<b>Purpose of the Report:</b>
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This report sets out the next stage of the modernisation of the Library Estate as part of the Library and Cultural Services Transformation programme. It seeks Cabinet's approval to release funding from the capital pipeline for investment to support the major transformation of four priority libraries within Phase 1 of the programme: Epsom, Redhill, Staines and Woking. This investment will be delivered alongside other building works in libraries so that all libraries can deliver the Libraries and Cultural Services strategy, providing vibrant, accessible community spaces welcoming to all. This also fully supports Surrey County Council's (the Council) ambitions for its towns and villages.

<b>Recommendations:</b>
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It is recommended that Cabinet:

1. Notes that the first phase of projects is presented as one single business case comprising four library property projects, with detailed information about each individual project provided via annexes, rather than individual detailed business cases per library.
2. Approves capital funding for:
  - The refurbishment of Epsom Library
  - The refurbishment of Redhill library
  - The refurbishment of Woking library
  - The relocation and refurbishment of the proposed new Staines Hub

The capital funding required for these projects is commercially sensitive at this time and is set out in the Part 2 report.

3. Approves procurement of an appropriate construction contractor partner for the delivery of all associated services and an appropriate library design partner for the

design and delivery of furniture, fittings, and equipment, in accordance with the Council's Procurement and Contract Standing Orders and the Public Contracts Regulation 2015.

4. Agrees 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:

- The Library and Cultural services transformation programme has delivered significant benefits to residents since its strategy was approved in November 2019. This has included enhanced customer service, technology (PCs, Wi-Fi, and self-service) and improvements to some buildings leading to an increased range of events and activities. The next phase includes plans to develop modern libraries that are bright, inviting, flexible spaces. In doing so, it focuses on transforming the county's libraries to ensure they are all vibrant hubs, providing warm, friendly spaces where everyone is welcome. Developing modern libraries as community hubs supports the Council's commitment to Empowered and Thriving Communities and No-one Left Behind. It also closely aligns with and supports the Council's ambitions around towns and villages.
- This report seeks approval for capital funding at four priority locations: Epsom, Redhill, Staines and Woking under Phase 1 of the programme. These four libraries account for 23% of the visits with a population reach of circa 300,000 residents. Based on national evidence, we are projecting that investment in these sites will deliver a 25% increase in use at these libraries. It will also enable them to support a wider range of community and Council services by creating flexible, modern spaces with increased capacity for events and activities. This will facilitate cultural, social, economic, and learning outcomes, deliver agile working spaces for Surrey County Council staff, and reduce long term maintenance costs to the Council.
- Investment in these four schemes also aligns with Surrey's Greener Futures and Net Zero ambitions as it includes works to decarbonise and increase energy efficiency of the buildings.

#### Executive Summary:

##### Background

1. The [Library & Cultural Services Strategy](#) sets out the Council's commitment to retaining 52 libraries, within their existing localities. The ambition is to deliver modern and progressive libraries that are bright, welcoming, flexible spaces creating vibrant hubs for each local community.
2. All of Surrey's transformed libraries will provide excellent book collections and resources for learning, a social space for cultural activities and events, business support and a gateway to Council and community services all of which is to ensure that no one is left behind. Our modern libraries will deliver improved digital platforms, effective IT and Wi-Fi infrastructure, extended opening hours using Open Access technology, refreshments, and a vibrant and exciting activity programme delivered in partnership with our residents.
3. The Surrey Library Service offer will be enhanced through improvements to technology with the provision of digital screens, refreshment facilities including,



kitchenettes in meeting rooms and where space allows movable coffee carts adjacent to comfortable seating areas. This will draw even more residents into our libraries and will appeal to all by providing an accessible, inclusive, and welcoming service at the heart of our local communities.

4. With the development of the Towns and Villages ambition, the Council's vision for hubs and provision of flexible community spaces accessible to all, the libraries transformation is of vital importance. As the face of Surrey County Council in local communities, libraries are a critical part of the community infrastructure and investing in them means we can deliver dynamic spaces supporting the Council to ensure No One is Left Behind.
5. The [Libraries Transformation Update and the Next Phase, Modernising Our Library Estate](#) (agreed by Cabinet in November 2021), outlined how the transformation of the library estate would be achieved through a phased programme of works. This prioritised changes to libraries based on community need, condition of existing buildings and opportunities to deliver positive change with local partners. It followed a baseline review of the library estate which recognised that, while there are a small number of newer refurbished buildings, the library estate is a largely deteriorating portfolio of properties with a substantial maintenance backlog and performance shortfall due to their age and condition.

## Funding Strategy

6. In November 2021, Cabinet agreed capital funding from as part of the Medium-Term Financial Strategy (MTFS) for Phase 1 of transforming the library estate. Since the capital allocation was agreed work has been underway to determine the requirements for each library and a timeline to complete works. This included the development of business cases for priority projects alongside the completion of minor works including the introduction of flexible shelving to transform spaces in some smaller libraries for their local communities. A proportion of these works are already finished, and the transformation of 12 libraries has been completed.
7. Alongside the capital pipeline allocation, opportunities and plans in different locations will also seek funding from alternative sources to support the business case for individual schemes. In March 2023, The Surrey Library Service was awarded £75,000 from the [Arts Council's Library Improvement fund](#) to help deliver flexible shelving into eight more libraries. There will also be applications for Community Infrastructure Levy (CIL) funds in districts and boroughs where available for redevelopment or relocation is linked to economic growth opportunities and wider local place shaping infrastructure schemes.

## Business case for investment in Four Priority Libraries

8. This report and associated recommendations seek approval for the funding (made of three capital funding streams; Libraries, Greener Futures and 'Hubs') to proceed with the design and major transformation of the Phase 1 Library property schemes at four priority locations:
  - The refurbishment of Epsom Library
  - The refurbishment of Redhill Library
  - The refurbishment of Woking Library

- The relocation and fit out of the Staines Library to the former Decathlon Unit in the Elmsleigh Centre, Staines.

9. The detailed business case for these libraries is commercially sensitive at this time and is set out in the Part 2 report. The business case is based on costings from RIBA Stage 2 reports for each of the four libraries. In addition to the capital allocation outlined above, funding for Redhill Library is also supported by £500,000 of CIL funding successfully secured from Reigate & Banstead Borough Council.
10. The four libraries are in some of the largest towns in Surrey, in buildings within key town centre locations. With 664,857 visits per year between them, they account for 23% of all library visits and 34% of PC usage. The population reach of these four libraries is circa 300,000 people.
11. National evidence suggests that investment in enhanced library facilities leads to more library use with the positive impact of refurbishments generating a 25% increase in metrics such as visitors, book borrowing, and new library members. This in turn delivers improved quantifiable outcomes for residents as profiled into the business case whilst also increasing the use of Council assets.
12. To be able to deliver improved cultural, learning, social and economic outcomes successfully, libraries need to be flexible spaces which allow for more diverse and inclusive library programmes of events and activities to take place. These projects will provide multi-purpose spaces enabling use for an increased variety of purposes delivering flexible meeting rooms and events spaces which can be used by the Council, other organisations, and community groups. This will provide enhanced social value by bringing people together, giving them access to the services and support they need to improve their quality of life within their community.
13. These schemes are libraries where [Open Access technology](#)<sup>1</sup> will also be installed allowing for a more efficient and flexible use of Council buildings by extending opening hours. This in turn provides more opportunities for community use, as well as increased income through room hire.

### Scope of Works

14. The Council has produced a design guide which will be used for all library schemes and is based on the guiding principles of the Libraries and Cultural Services strategy; bringing new thinking to the design and use of spaces while futureproofing spaces to meet the long-term needs of the organisation and our communities. The design guide also considers the service requirements for a modern flexible space whilst ensuring the key components and requirements of a statutory library service are provided for.
15. The internal fit out of each library will be finalised through a process of co-design and engagement with residents and key community groups. Further engagement is planned with key users on specific sections of the design of each library e.g., children, parents and carers will be able to co-design the children's library space.
16. Where appropriate, these schemes have been designed to align with the Greener Futures programme and Surrey's Net Zero targets. These incorporate works that will

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<sup>1</sup> Installation of Open Access and its requisite funding was agreed by Cabinet in June 2022.

reduce carbon emissions and achieve increased energy efficiency through decarbonisation. This will lead to reduced running costs while minimising the disruptive impact of multiple programmes of improvement work. The benefits to undertaking the Greener Futures work is outlined further in paragraphs 47 - 52.

17. In addition, when measured against comparative neighbouring authorities (via the Chartered Institute of Public Finance and Accountancy (CIPFA), the Libraries Estate is expensive to run due to high operating costs and rents. Investment in these schemes presents an opportunity to undertake planned maintenance and where possible reduce long-term running costs. As some of the largest buildings within the property portfolio, installation and maintenance works will make the buildings more efficient and fit for the future. Investment in these schemes will also present opportunities to increase income by creating new and improved spaces for hire or longer-term income through co-location with tenants.

### **Overview of Proposed Changes for the Four Priority Libraries**

18. In Staines there is a planned relocation to a retail unit with the creation of a state-of-the-art flagship modern Library and community hub. The new hub will operate as a gateway to the town and a central point for information for support and advice. The hub looks to include integration with partners such as Citizens Advice, Voluntary Action, Spelthorne Museum, Youth Hub, and other lettable space. Work to integrate the museum into the layout of the library to create an enhanced resident experience is also planned. It will also feature refreshment facilities including, kitchenettes in meeting rooms and movable coffee cart, adjacent to comfortable seating areas.
19. Redhill Library will see the creation of a state-of-the-art flagship facility located in Redhill town centre, opposite Harlequin theatre. The investment will enable the library to meet significant local need for health advice and services in an accessible community setting, along with vital workspace and an integrated cultural offer planned jointly with other nearby organisations, creating a cultural and wellbeing centre for the town. This will be created through internal remodelling with public toilets, two flexible meeting rooms with kitchenette, refreshment facilities, including moveable coffee cart adjacent to comfortable seating areas, partitions/walls, space for partners, storage, new furniture and fully flexible library layout throughout with space for performances, exhibitions, and hosted Groups.
20. In Epsom, the investment will enable the library, located in the Ebbisham Centre, to respond to the significant local demand for a community hub, providing opportunities for all ages to meet, engage in social and cultural activity, and access information, advice, and support. This will be achieved through internal remodelling to create two flexible meeting rooms with kitchenette, comfortable seating areas, agile workspace, meeting pods, exhibition space, new furniture and fully flexible library layout throughout with space for performances, exhibitions, and hosted partners.
21. In Woking investment in the library located in the Peacocks Centre will maintain its status as one of our flagship locations. Investment will deliver a central hub for families and people of all ages to access community-based support, advice, and information, with a focus on health and employment, linked to business support and partnerships with local employers. This will be achieved through internal remodelling to create flexible meeting rooms with kitchenette, refreshment facilities, including

moveable coffee cart adjacent to comfortable seating area, agile workspace, meeting pods, exhibition space, new furniture and fully flexible library layout throughout with space for performances, exhibitions, and hosted partners.

## Options Considered

22. Refer to the Part 2 report for the full options appraisal for each site undertaken in line with the principles and categories outlined in the [November 21 cabinet paper](#).

Outline description
<p><b>OPTION A: Do nothing</b></p> <p><b>PROS:</b></p> <ul style="list-style-type: none"> <li>• No expenditure.</li> <li>• No disruption to library services whilst work is undertaken.</li> </ul> <p><b>CONS:</b></p> <ul style="list-style-type: none"> <li>• Unable to meet Library Service strategic aims.</li> <li>• Missed opportunities for joint service delivery, agile working, and colocation of services.</li> <li>• Without investment at this time, library buildings will deteriorate at a faster rate exposing the Council to additional capital costs, increased revenue costs through e.g., higher energy costs, disruption to service delivery and potential reputational damage. i.e., future proof sites.</li> <li>• Greener futures work would still be required at a later date, causing disruption to service delivery.</li> <li>• Unable to meet national Department for Culture, Media and Sport (DCMS) space standards guidance for statutory library service provision as a result of evolving populations, new developments and regeneration of local infrastructure impacting county-wide and local needs.</li> <li>• Does not consider residents comments received in the 2022 CIPFA survey made in relation to the accessibility, poor interior, and exterior condition of the buildings. Further details can be found in Annex 1.</li> </ul>
<p><b>Option B: Refurbishment of four libraries (Epsom, Redhill, and Woking) and relocation of Staines into multi-use building in Elmsleigh Centre.</b></p> <p><i>The full options appraisal for each location is commercially sensitive and is set out in the Part 2 report.</i></p> <p><b>PROS:</b></p> <ul style="list-style-type: none"> <li>• Meets Library Service strategic aims.</li> <li>• Enables opportunities for joint service delivery, agile working, and colocation of services to better meet the needs of residents.</li> <li>• Reduces long term maintenance costs.</li> <li>• Potential increased generation of income through creation of more hireable and co-located space.</li> <li>• Aligns more closely with national DCMS guidance and enables delivery of statutory provision.</li> <li>• Refurbishment retains existing library sites in three locations which are well-established and meets the needs of residents.</li> <li>• Meets Greener Futures Programme target on long leasehold buildings which will reduce maintenance costs.</li> <li>• Relocation of Staines Library to a newer building, in a better location, provides new opportunities for co-location with partners, and benefits to residents freeing up old site for local redevelopment plans.</li> <li>• Shows positive response to customer needs and comments, as highlighted in the 2022 CIPFA survey (Annex 1).</li> </ul>

<b>Outline description</b>
<p><b>CONS:</b></p> <ul style="list-style-type: none"> <li>• Borrowing cost repayments; borrowing costs will partly be offset by lettings income as detailed in Table 2.3 but still represent an additional revenue cost to the Council.</li> <li>• Requirement for temporary relocation of libraries, the cost of which has been factored into the financial modelling.</li> </ul>
<p><b>Option C: Relocation of all libraries</b></p> <p><b>PROS:</b></p> <ul style="list-style-type: none"> <li>• Minimises disruption to library services whilst work is undertaken.</li> </ul> <p><b>CONS:</b></p> <ul style="list-style-type: none"> <li>• Lose benefit of peppercorn rents and existing long leaseholds, creating significant increase in revenue costs.</li> <li>• Remaining duration of leases (ranging from 40 to 97 years) would be difficult and expense to extricate from.</li> <li>• Scarcity of appropriate alternative properties in suitable locations would mean these schemes would take longer to deliver with maintenance on existing buildings still required in the interim period.</li> <li>• Capital costs of new site fit outs likely to exceed refurbishment costs.</li> <li>• Changes to staffing arrangements (e.g., travel) bring increased revenue costs through workplace relocation grants and challenge from unions.</li> <li>• Relocation on this scale as part of the county wide library service would require further public consultation.</li> </ul>

**The preferred option is Option B: Refurbishment of four libraries (Epsom, Redhill, and Woking) and relocation of Staines into a multi-use building in Elmsleigh Centre.**

23. Delivering Option B supports the library strategy, makes long-term maintenance improvements, and delivers the councils net carbon zero ambitions in these buildings whilst making most of the opportunity to partner with Spelthorne to develop a new community hub asset in Staines.

**Next Steps**

24. Other minor refurbishment works under the cabinet procurement threshold are planned for 2024 and 2025. Business cases for other larger projects will continue to come forward to future cabinet meetings as required either as part of the libraries transformation or as projects within the Council's wider hubs programme.

**Consultation:**

25. The Library and Cultural Services (L&CS) Programme has undertaken multiple consultations during the consultation process for the November 2021 report plus engagement specific to this report including with the public (Annex 1).

26. The County Council has been discussing with district and borough councils key local opportunities and the proposed way forward for a modernised library service. These discussions have explored opportunities to align library service provision with need, accessibility, and local ambitions to improve facilities and services appropriate to the local community. Officers will continue to engage with district and borough partners as the programme moves forward to ensure that opportunities continue to match up with wider opportunities in localities.

27. The Libraries Transformation programme reported to [The Children, Families, Lifelong Learning and Culture Select Committee](#) in March 2021 and Leader's Transformation Board on the programme's progress to date. In November 21 Cabinet received an update on the programme and its progress. This was within the paper that requested agreement to the approach to transforming the Library Properties, which was approved along with an allocation from the Capital Pipeline for Phase 1 of that plan. Cabinet have been kept regularly updated since that point. The programme also reports regularly via the corporate transformation and property routes, to the Members Transformation Assurance Board (MTAB) and Asset Strategy Board (ASB). These meetings have all helped to shape thinking and inform this paper.
28. This plan and its principles have been devised jointly between the Council's Libraries and Land and Property services.
29. As Phase 1 is brought forward, staff and organisational representatives have been consulted on individual schemes, as appropriate, and have input into designs and layouts at key stages during each project's development.
30. We have been engaging with districts and boroughs and talking to a range of local partners and services such as Registration and Adult Learning about future opportunities and making the best use of potential space in any new schemes.
31. A co-design methodology has been developed and is underway across libraries enabling residents to shape the offer. This methodology will be applied to resident engagement to gain input into the work as individual schemes progress.

#### **Risk Management and Implications:**

32. There are risks associated with the project and a project risk register has been compiled and is regularly updated. The significant risks associated with this project are set out below.
33. There is a risk that planning permission may be refused for one or more schemes. This will be mitigated by the design team taking into account any issues as part of pre-application discussions, engaging with the local community to listen to concerns and shape plans, and considering the proximity of neighbouring buildings in designing these schemes.
34. There is a risk that development costs might escalate. This will be mitigated through detailed cost estimates undertaken with a professional team to forecast the costs of each of the schemes. This appraisal includes, professional fees, surveys and investigations, fixed furniture and equipment, temporary/decant facilities, Council resource capitalisation costs and a total of 15% contingency for unforeseen issues (consisting of 5% each of project, design development and client held contingency); Consideration will also be given to building contract procurement methods which allow for early involvement of the building contractor and/or specialist suppliers. This will include input pre-construction where project cost, programme and design quality can be reviewed to provide a higher level of cost and programme predictability.
35. There is a possibility that by co-designing proposals for local provision or pursuing individual placed based opportunities, the overarching statutory duty to provide a comprehensive and efficient library services for the whole county may be reduced,

and any consultation process may not recognise the county-wide implications. To mitigate this, while the co-design and place shaping process will take place at a local level, the high-level cumulative impact will be assessed, and where appropriate, action taken to ensure any emerging proposals do not put at risk compliance with the Council's statutory duty.

#### **Financial and Value for Money Implications:**

36. In addition to the value and benefits described in the main body of the business case, the investment in these four assets will improve and increase the functionality of these buildings, allowing for increased and alternative use by both internal and external partners. This also supports the Council in achieving its 2030 vision and investing in local, community facilities with local social value benefits as outlined in Annex 2.
37. As some of the largest buildings within the Council's property portfolio, installation and maintenance works will make the buildings more efficient to run and fit for the future, reducing the cost of the library estate overall. The financial modelling is commercially sensitive and is set out in the Part 2 report. Where schemes provide enhanced social benefits as in the case of Staines, this option has been recommended.
38. Investment in these schemes will also present opportunities to increase income by creating new and improved rooms for hire generating revenue hire and co-location with tenants. Income generated from these meeting rooms will go against the libraries' income targets ensuring financial sustainability for the future. In addition, providing confidential meeting space from within Surrey County Council's existing portfolio enables use by other Council departments such as, Family Outreach, Children's protection, Targeted Youth Support/Youth Justice Support and Domestic Abuse Support Counselling and Check Ins. Therefore, limiting hire of external venues at cost to the Council whilst benefitting from the services unique selling point of being neutral, trusted spaces in the heart of communities.
39. Alignment with the Greener Futures programme and Surrey's Net Zero targets allows for both increased energy efficiency through decarbonisation works, leading to reduced running costs and minimises the disruptive impact of multiple programmes of improvement work.
40. The total cost of the schemes is set out in the Part 2 report. The majority of the expenditure is funded by borrowing, as assumed in the current MTFs. The annual cost of borrowing is partly offset by additional income and facilities management savings. The Greener Futures costs are 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.

#### **Section 151 Officer Commentary:**

41. Significant progress has been made in recent years to improve the Council's financial resilience and the financial management capabilities across the organisation. Whilst this has built a stronger financial base from which to deliver our services, the increased cost of living, global financial uncertainty, high inflation and government policy changes mean we continue to face challenges to our financial position. This requires an increased focus on financial management to protect service delivery, a

continuation of the need to be forward looking in the medium term, as well as the delivery of the efficiencies to achieve a balanced budget position each year.

42. In addition to these immediate challenges, the medium-term financial outlook beyond 2023/24 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 the stable provision of services in the medium term.
43. The recommendation to transfer from capital pipeline to budget is provided for in the current MTFS. The cost of installing solar panels, insulation and heating systems at these sites was not fully reflected in the original Greener Futures capital pipeline, which will now need to be reviewed to include these costs. The residual borrowing costs are factored into the MTFS. As such, the Section 151 Officer supports the recommendations of this report.

#### **Legal Implications – Monitoring Officer:**

44. Each existing library has now been assigned to one of three phases and will be subject to a detailed review to enable the production of a detailed business case for its future. Any proposals for change which constitute a significant departure from the way in which the existing library service is delivered will need to be the subject of equality impact assessments and public consultation after which the proposals will be returned to Cabinet for final decisions to be taken.
45. The Public Libraries and Museum Act 1964 requires the Council “to provide a comprehensive and efficient library service for all persons” who want to make use of it. The Cabinet will need to be assured that what is proposed will enable the Council to continue to do that.
46. The Council has extensive powers under legislation to enable the proposals to refurbish and relocate library sites. Section 2(1) of the Local Authorities (Land) Act 1963 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 undertaking such works, the Council should ensure that legal advice is sought at the appropriate stages to ensure that any required legal obligations are met.
47. At this stage there is no legal implications concerning the procurement of a contractor to undertake the works, however any intended contractual arrangements will be subjected to the Public Contract Regulations 2015, and/ or any other applicable legislation at the time of procurement. Legal will provide the necessary support at the point of procurement to ensure compliance.
48. 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:**

49. An EIA has been undertaken for the Libraries and Cultural Services Programme and this has been signed off by the Portfolio holder. This is published here: [Libraries and](#)



**Other Implications:**

50. 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:**

**COMPLIANCE AGAINST NET-ZERO EMISSIONS TARGET AND FUTURE CLIMATE COMPATIBILITY/RESILIENCE**

51. Emissions from Surrey County Council’s corporate estate contribute 10,302 tonnes of carbon equivalent which is 55% of the baseline emissions to be reduced to NetZero by 2030. Libraries contribute 12% of the baseline emissions if not addressed by 2030 and will cost the Council about £122,000 to offset, hence measures to refurbish the larger libraries are urgently needed to support the 2030 NetZero emissions reduction ambition.

Site	Current emissions from fuel use (tCO2e)	% of total estate emissions	Annual carbon cost from 2030
Libraries emissions	1,286	12%	£122,170

52. In undertaking the proposed refurbishments, the Council has sought to maximise the potential of reducing energy consumption and carbon emissions at each site in line with Council’s net zero by 2030 delivery plan. Carbon reduction measures have been evaluated on a case-by-case basis to provide best value now, and to enable any further decarbonisation works to be done with minimal disruption to the library service. Overheating has also been evaluated at each site to understand and mitigate the effect of future higher summer temperatures.

53. Epsom Library will include upgrades to the building insulation, lighting, ventilation, and heating distribution systems. The boilers at Epsom are new, so will not be replaced by heat pumps in this project. Heat pumps will be installed at a later date, with minimal disruption to the library, as the preparatory works will have been done. Staines library already has low carbon electric heating but will have improved thermal insulation to further save energy and carbon emissions. Redhill Library will have upgrades to the building insulation lighting and ventilation. The current heating will be replaced with a low carbon VRF (Variable Refrigerant Flow) system which will provide heating and cooling. All three sites will have solar PVs installed to as much of the roof area as practical to generate electricity and offset the running costs.

54. At Woking library, the interventions are to a limited area only and the main library is not undertaking significant building works. Decarbonisation works are therefore not proposed in this project as they would be out of proportion with the scale of the project.

55. The potential energy savings and carbon savings from implementing the carbon reduction measures funded by Greener Futures have been evaluated as below.

Library	Total fuel annual saving kWh	Total fuel cost saving		Total carbon emissions annual saving tCO <sub>2</sub> e
		Annual saving	20-year saving	
Epsom	164,859	£35,303	£706,000	25
Staines	67,810	£22,423	£448,460	9
Redhill	72,779	£11,254	£225,080	13

56. The total annual carbon emission saving is estimated to be £47tCO<sub>2</sub>e. This is equivalent to an annual saving of £4,400 in carbon offset cost.

#### What Happens Next:

57. The next steps are:

- a. Designs on the four priority libraries will be completed and co-designed with partners and residents.
- b. Work will continue to prepare and undertake procurement to complete the works at the four priority libraries.
- c. Construction and fit out at the four priority libraries will take place.
- d. Minor works and improvements to libraries will continue to take place.
- e. Decisions and timelines will be communicated to residents and stakeholders.

**Report Author:** Marie Snelling, Executive Director Customer and Communities, 07971 664631

#### Consulted:

Council Cabinet members and portfolio holders

Children, Families, Lifelong Learning and Culture Select Committee members

Corporate Leadership Team

Surrey County Council Finance, Legal, and Land and Property teams.

#### Annexes

Annex 1: Benefits and Outcomes (including comments received by customers in 2022 CIPFA survey)

Part 2 report

#### Sources/background papers:

[Libraries transformation update and the next phase, modernising our library estate](#) Cabinet report November 2021

[Increasing access to Library buildings](#) Cabinet Report June 2022

[The Children, Families, Lifelong Learning and Culture Select Committee](#) update on Libraries Transformation report. March 2021

[The Children, Families, Lifelong Learning and Culture Select Committee](#) update on Cultural Services

[LIBRARIES AND CULTURAL SERVICES: OUR NEXT PHASE, Cabinet Report 2019](#)

[Libraries and Cultural Services Strategy 2020-2025](#). November 2019.

[Strategic planning of library services: longer-term, evidence-based sustainable planning toolkit - GOV.UK \(www.gov.uk\)](#)

[Libraries Deliver: Ambition for Public Libraries in England 2016 to 2021 - GOV.UK \(www.gov.uk\)](#)

[Shining a light The future of public libraries across the UK and Ireland](#)

[Surrey County Council Asset and Place strategy 2019-2030](#)

[Surrey Covid-19 Community Impact Assessment](#)

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## Benefits and Outcomes

1. Staines
2. Redhill
3. Epsom
4. Woking



# 1. Staines Hub

## Overview:

Staines library is currently located on Friends Walk on the edge of the town centre. The building is in a poor state of repair and requires investment both in terms of building condition and service fit out.

8

Through partnership working, with Spelthorne Borough Council, an opportunity to provide a new hub for the locality has been developed. This will provide a multi-use facility, occupied by variety of services and partners whilst also enabling use by third party and community group organisations. The key services to be co-located in the first instance as part of the hub are:

- Library;
- Registrars;
- Museum;
- Partners such as Citizens Advice and Voluntary Action.

## Local Offer:

In Staines, the specific offer is designed in response to local data, which tells us that it is an area with low adult skills, high health inequalities and low employment. This has been validated with the local community through an ongoing process of co-design. The offer is reflective of the Carnegie model, with a focus on those aspects most relevant to local priorities and will enable delivery of elements not currently delivered within Staines Library. This targeted approach enables the greatest impact in terms of the benefits and outcomes identified above.

## Selected Customer Comments from CIPFA Survey:

### Staines

- More power outlets and space for laptop users.
- Toilets needed please.

Staines Library – Benefits and Outcomes Table		
Carnegie Model Quadrant	What we can do now	What we can do in transformed library space
Social Hub	<ul style="list-style-type: none"> <li>• Limited capacity for events max 50</li> </ul>	<ul style="list-style-type: none"> <li>• Space for public meetings</li> <li>• Space for confidential meetings - Two meeting rooms one with kitchenette (seats 12 each) that can be made into one. Plus 3 x 4 person meeting room pods</li> <li>• Colocation with other services enables resident to access multiple service from a single front door e.g. library, voluntary action, Museum, citizens advice, registrars, youth hub and additional county and borough service</li> </ul>

		<ul style="list-style-type: none"> <li>• Provide opportunity for future share customer service centre with Spelthorne Borough Council, as previously discussed</li> <li>• Provision of community health services in confidential and safe environment.</li> <li>• Space for Information, campaigns and promotional opportunities accessible from the library, along with community health provision such as baby weighing, and facilities for residents to engage in activities such as the loan of fitness devices, promoting increased empowerment around informed choice and healthy lifestyles (e.g. health checks, baby weighing clinic, breastfeeding advice sessions, new mums groups, diabetes clinics)</li> <li>• Using the library as a community hub – with a range of spaces of different shapes and sizes available there is an opportunity to bring together a variety of public services in one building that is not possible now.</li> <li>• Use by community groups outside of staffed opening hours as a result of Open Access.</li> <li>• Coffee carts and comfortable seating delivery enhance ‘warm welcome’ offer to residents whilst providing a potential income stream</li> </ul>
Cultural Centre	<ul style="list-style-type: none"> <li>• One small scale event at a time Max: 50 number of people</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibitions, performance and author visits for 90 during opening hours (1<sup>st</sup> floor) and 100 outside opening hours (G floor)</li> <li>• Ability to joint programme with CAB, the Museum and Voluntary Action</li> <li>• Multiple events can happen on both floors at the same time</li> </ul>
Economic Enabler	<ul style="list-style-type: none"> <li>• Access to computers and wi-fi</li> <li>• Limited study desks for people to work from</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership working with CAB, utilising meeting room space</li> <li>• Capacity to facilitate community bank spaces, as is already happening in other libraries</li> <li>• Supporting with digital skills through workshops and classes on the upper floor. PCs will be positioned in a way to facilitate this</li> <li>• Space for people to work and run small businesses from, through additional laptop and power points</li> <li>• Staines in particular has been identified as an area with low skills and unemployment, so this would be a key focus for the hub and there would be</li> </ul>

		<p>sufficient space to support this work with partners including CAB</p> <ul style="list-style-type: none"> <li>Relocation of the library to the former decathlon unit supports part of the wider ambitions and economic growth of the town centre masterplan</li> </ul>
Learning Hub	<ul style="list-style-type: none"> <li>Supporting literacy through books and the Summer Reading Challenge</li> </ul>	<ul style="list-style-type: none"> <li>Design will be dyslexia, dementia and autism friendly to ensure it's accessible for all</li> <li>Digital literacy courses can be run without impacting other library users</li> <li>Space for workshops and classes to take place in the meeting room space</li> <li>Health support classes</li> <li>ESOL classes could be provided from this space</li> <li>Bitesize/light touch adult learning sessions</li> <li>Increase in the number of computer hours due to open access</li> <li>Increase in study tables</li> </ul>

### Benefits summary:

<b>Staines</b>			
<b>Category</b>	<b>As is</b>	<b>Target - 25% increase (based on new operating model)</b>	<b>Outcomes evidenced or enabled</b>
Footfall	109,076	136,345	
Book issues	78,496	98,120	
Membership ( age groupings)	9,170	11,463	
Population % to Membership			
Meeting rooms			Increased income, increased ability to deliver on local, data-evidenced need
· Number	1	5	
· Capacity	25	36	
· Income	£1,017	£78,540 (60% occupancy)	
Event spaces			Increased income, increased ability to deliver on local, data-evidenced need
· Number	2	3	
· Capacity	50	150	
Events per year			
· Number	174	218	



· Diversity			
· Attendance numbers	5,117	6,396	
· Income	£30	£1,000	
PC hours	11,235	14,044	
Wifi sessions	11,135	13,919	

## 2. Redhill Library

### Overview:

Redhill Library is situated in Redhill, in the borough of Reigate and Banstead in the east of the County. The library is situated within the high street, adjacent to the theatre and above the Sainsburys supermarket, and attracts over 134,000 visits a year: making it the 4th busiest library in the county.

The library is a leasehold property which has been situated in its current site since the late 1980's. The current space is tired and dated, with the majority of the library décor remaining the same since its opening. The Service have identified that the library is not fit-for-purpose, and that the space does not meet the needs of the Service in its current state.

The overall vision of the refurbishment is to make it a cultural hub in Redhill by increasing the flexibility of the space, introducing partnership space and flexible meeting rooms and ensuring the library meets the needs of the local community.

### Local Offer:

In Redhill, the specific offer is designed in response to local data, which tells us that it is an area with low health and a high population, particularly of under 18s. This has been validated with the local community through an ongoing process of co-design. The offer is reflective of the Carnegie model, with a focus on those aspects most relevant to local priorities, and will enable delivery of elements not currently delivered within Redhill Library. This targeted approach enables the greatest impact in terms of the benefits and outcomes identified above.

### Selected Customer Comments from CIPFA Survey:

#### Redhill

- It would be great if the library could be updated to look similar to the libraries in Horley and Merstham where the books are easier for the children to find, see and enjoy.
- Building could do with a refresh. Not obvious where the Library is. Would be good to have more events. Library usually very cold in winter and too hot in the summer, heating rarely works and no air con. Café would be great and public toilets, longer opening hours would turn it into more of a community hub where people can stay longer.
- Needs to feel light and airy, at the moment it is very dated. Needs more comfy chairs, a café and public toilets. Good Library with very helpful staff but is looking a bit tired and in need of a refresh.

- Earlier opening would be beneficial. Provision of toilet facilities, more spaces to study / work. I know money is tight but general refurb needed to brighten the place up.
- Library is looking very dated and is due a bit of a revamp or a lick of paint at least.
- Library desperately needs updating to make it the community hub Redhill needs. Redecoration would make a huge difference.
- The Redhill staff are very friendly and welcoming but the library itself is looking very tired and dated, please invest in it!

<b>Redhill – Benefits and Outcomes Table</b>		
<b>Carnegie Model Quadrant</b>	<b>What we can do now</b>	<b>What we can do in transformed library space</b>
Social Hub	<ul style="list-style-type: none"> <li>• Limited capacity for events max 50 e.g. coffee mornings, author talks and rhymetimes are very popular but numbers have to be limited and people are turned away</li> <li>• All events take place in the public area as there is no confidential meeting room</li> <li>• Existing small meeting room in in the corner of the workroom but the walls do not reach the ceiling limiting rental opportunities.</li> <li>• Children and Families Contact Service currently use</li> </ul>	<ul style="list-style-type: none"> <li>• Space for public meetings – 2 event spaces for 90-100 seats outside of library opening hours</li> <li>• Space for confidential meetings i.e Citizens Advice, NHS health and wellbeing clinics New layout design includes: Two meeting rooms one with kitchenette (10-12 seats) that can be made into one with capacity for 24. Plus 2 x 4 person meeting room pods</li> <li>• Provision of community health services in confidential and safe environment.</li> <li>• Space for Information, campaigns and promotional opportunities accessible from the library, along with community health provision such as baby weighing, and facilities for residents to engage in activities such as the loan of fitness devices, promoting increased empowerment around informed choice and healthy lifestyles (e.g. health checks, baby weighing clinic, breastfeeding advice sessions, new mums groups, diabetes clinics) NB: This has been endorsed by Dr Gillian Orrow GP &amp; Director, Growing Health Together with particular reference to Redhill Library.</li> <li>• Use of pods by Children’s Families and Lifelong learning directorate such as for elective home educators, excluded children and other services.</li> <li>• Using the library as a community hub – with a range of spaces of different shapes and sizes available there is an opportunity to bring together a variety of public services in one building that is not possible now.</li> <li>• Use by community groups outside of staffed opening hours as a result of Open Access.</li> <li>• Increased hours of access due to open access.</li> <li>• Addresses customer comments in recent CIPFA where toilets on site were requested. Toilets will enable customers, workers and those studying to remain in the library for a longer period of time.</li> <li>• Coffee carts and comfortable seating delivery enhance ‘warm welcome’ offer to residents whilst providing a potential income stream</li> </ul>

	small room on a Saturday but want a bigger space	
Cultural Centre	<ul style="list-style-type: none"> <li>One small scale event at a time Max: 50 people</li> </ul>	<ul style="list-style-type: none"> <li>Exhibitions, performance and author visits for 100 (second floor) during opening hours and 100 outside opening hours (first floor)</li> <li>Provision of sinks enables use of space by a wider variety of hirers such as art groups, NHS clinics, maker spaces</li> <li>Ability for joint programme with the Harlequin Theatre opposite due to improved flexibility of space</li> <li>Flexible space allows cultural programming and creates performance space</li> <li>Enhance flexibility for class visits</li> <li>Multiple events and meetings can happen on both floors at the same time</li> </ul>
Economic Enabler	<ul style="list-style-type: none"> <li>Access to computers and wi-fi</li> </ul>	<ul style="list-style-type: none"> <li>Partnership working with CAB, utilising meeting room and partnership space</li> <li>Capacity to facilitate community bank spaces, as is already happening in other libraries</li> <li>Supporting with digital skills through workshops and classes on the upper floor. PCs will be positioned in a way to facilitate this</li> <li>Space for people to work and run small businesses from, through additional laptop and power points</li> <li>Potential occupation of wimbletech – increased income generation and creation of additional footfall</li> </ul>
Learning Hub	<ul style="list-style-type: none"> <li>Supporting literacy through books and the Summer Reading Challenge</li> </ul>	<ul style="list-style-type: none"> <li>Design will be dyslexia, dementia and autism friendly to ensure it's accessible for all</li> <li>Digital literacy courses can be run without impacting other library users</li> <li>Space for workshops and classes to take place in the meeting room space</li> <li>Health support classes</li> <li>ESOL classes could be provided from this space</li> <li>Bitesize/light touch adult learning sessions</li> <li>Increase in the number of computer hours due to open access</li> <li>Increase in study tables</li> </ul>

**Benefits summary:**

<b>Redhill</b>			
<b>Category</b>	<b>As is</b>	<b>Target - 25% increase</b>	<b>Outcomes evidenced or enabled</b>
Footfall	134,950	168,688	

Book issues	130,701	163,376	
Membership	13,526	16,908	
Meeting rooms			Increased income, increased ability to deliver on local, data-evidenced need
8 . Number	1	4	
. Capacity	8	28	
. Income	£310	£63,210 (60% occupancy)	
Event spaces			Increased income, increased ability to deliver on local, data-evidenced need
. Number	2	4	
. Capacity	50	150	
Events per year			
. Number	336	420	
. Diversity			
. Attendance numbers	10,164	12,705	
. Income	£239	£1,000	
PC Hours	15,742	19,678	
Wifi sessions	22,408	28,010	

### 3. Epsom Library

**Overview:**

Epsom Library is situated in Epsom, in the borough of Epsom and Ewell in the north east of the County. Epsom, a historic market town, has good links to London and as such it is a popular and thriving town. The library is situated in the Epsom Square shopping centre and attracts over 177,000 visits a year: making it the 3rd busiest library in the county.

The library is a leasehold property. The current space is tired and dated, with the majority of the library décor remaining the same since its opening. The Service have identified that the library is not fit-for-purpose, and that the space does not meet the needs of the Service in its current state.

**Local Offer:**

In Epsom, the specific offer is designed in response to local data, which tells us that it is an area with a diverse population and high demand for support for small businesses. Study space is also in high demand, particularly with the close proximity of University College Arts, which has a campus in Epsom. This has been validated with the local community through an ongoing process of co-design. The offer is reflective of the Carnegie model, with a focus on those aspects most relevant to local priorities and will enable delivery of elements not

currently delivered within Epsom Library. This targeted approach enables the greatest impact in terms of the benefits and outcomes identified above.

**Selected Customer Comments from CIPFA Survey:**

Epsom:

- Needs modernising.
- Perhaps provide media booths that can be booked and used for podcasts or meetings.
- It would be better if the library was open longer on other days other than Tuesday and Thursday.
- I would really like the library to be open longer in the evenings and on Sunday. You could make more use of the space by the café for e.g. concerts, art exhibitions. It is a great resource would like to see more use made of it.
- Use for children’s section frequently with 2 and 7 year old both really like coming could improve the seating area and space in the children’s area usually seems to be the busiest part of the library and possibly this could therefore be invested in more. Space and seating to accommodate parents who often sit on the floor. If opened on Sundays would probably also be used more by families.
- Most people I see in the library are working at their laptop. They are not reading the books I think the library should better focus more on this for example provide more comfortable chairs for working at a laptop. Maybe more space for tables near the window. I would remove some shelves to focus on that also the inside of the library could look more modern.

<b>Epsom Library – Benefits and Outcomes Table</b>		
<b>Carnegie Model Quadrant</b>	<b>What we can do now</b>	<b>What we can do in transformed library space</b>
Social Hub	<ul style="list-style-type: none"> <li>• Limited capacity for events max 40</li> <li>• Limited capacity for meetings and partnership working due to inflexible condition of the learning centre</li> </ul>	<ul style="list-style-type: none"> <li>• Space for public meetings</li> <li>• Space for confidential meetings Two meeting rooms (20 seats) one with kitchenette that can be made into one housing 40 seats Plus 1 x 4 person meeting room pod</li> <li>• Provision of community health services in confidential and safe environment.</li> <li>• Space for Information, campaigns and promotional opportunities accessible from the library, along with community health provision such as baby weighing, and facilities for residents to engage in activities such as the loan of fitness devices, promoting increased empowerment around informed choice and healthy lifestyles (e.g. health checks, baby weighing clinic, breastfeeding advice sessions, new mums groups, diabetes clinics).</li> <li>• Using the library as a community hub – with a range of spaces of different shapes and sizes available there is an opportunity to bring together a variety of public services in one building that is not possible now. Requests have already been received from the Women’s Institute, NHS, dance and exercise classes, private companies and community groups.</li> </ul>

		<ul style="list-style-type: none"> <li>• Use by community groups outside of staffed opening hours as a result of Open Access.</li> <li>• Coffee carts and comfortable seating delivery enhance 'warm welcome' offer to residents whilst providing a potential income stream</li> </ul>
Cultural Centre	<ul style="list-style-type: none"> <li>• One small scale event at a time Max: 20 people. Lack of flexibility means events can only take place in the Learning Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibitions, performance and author visits for 60 during opening hours (meeting room) and 100 outside opening hours (main library)</li> </ul>
Economic Enabler	<ul style="list-style-type: none"> <li>• Access to computers and wi-fi</li> <li>• Limited study desks for people to work from and they are often all in use, particularly during busy study periods</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership working, utilising meeting room and partnership space</li> <li>• Capacity to facilitate community bank spaces, as is already happening in other libraries</li> <li>• Supporting with digital skills through workshops and classes. PCs will be positioned in a way to facilitate this</li> <li>• Space for people to work and run small businesses from, through additional laptop and power points and multiple private meeting spaces</li> </ul>
Learning Hub	<ul style="list-style-type: none"> <li>• Supporting literacy through books and the Summer Reading Challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Design will be dyslexia friendly to ensure it's accessible for all</li> <li>• Digital literacy courses can be run without impacting other library users</li> <li>• Space for workshops and classes to take place in the meeting room spaces</li> <li>• Health support classes</li> <li>• ESOL classes could be provided from this space</li> <li>• Bitesize/light touch adult learning sessions</li> <li>• Increase in the number of computer hours due to open access</li> <li>• Increase in study tables</li> </ul>

### Benefits Summary

Epsom			
Category	As is	Target - 25% increase	Outcomes evidenced or enabled
Footfall	166,060	207,575	
Book issues	78,496	98,120	
Membership	14,583	18,229	

Meeting rooms			Increased income, increased ability to deliver on local, data-evidenced need
· Number	2	3	
· Capacity	12	44	
· Income	£1,966	£75,000 (60% occupancy)	
Event spaces			Increased income, increased ability to deliver on local, data-evidenced need
· Number	2	3	
· Capacity	40	150	
Events per year			
· Number	127	159	
· Diversity			
· Attendance numbers	3,443	4,304	
· Income	£415	£1,000	
PC hours	18,109	22,636	
Wi-Fi sessions	14,123	17,654	

## 4. Woking Library

### Overview:

Woking Library is situated in Woking, in the borough of Woking in the north west of the County. Woking has good links to London and as such it is a popular and thriving town. The library is situated in the centre of Woking just outside of the main shopping centre and attracts over 260,000 visits a year: making it the busiest library in the county and is considered to be Surrey's flagship library.

The library is a leasehold property which has been situated in its current site since 1989. The library was refurbished in 2012 but requires updating to meet the current needs of the service. Since its refurbishment it has experienced heavy use which is evident from the condition of the furniture and carpet which is overdue replacement. The current layout lacks flexibility and more could be made of the space to introduce other partners to the space to increase income and use and make it a cultural hub of activity.

### Local Offer:

In Woking, the specific offer is designed in response to local data, which tells us that it is an area with the highest population in Surrey. Woking is the 5th (out of 11) most deprived borough in Surrey. The ward of Canalside now includes the former ward of Maybury and Sheerwater, and is ranked 7 out of 193 for deprivation, with 29% of children aged 0-19 in relative low-income families in Canalside compared with 9% across Surrey, indicating it is an area with high

poverty. This has been validated with the local community through an ongoing process of co-design. The offer is reflective of the Carnegie model, with a focus on those aspects most relevant to local priorities, and will enable delivery of elements not currently delivered within Woking Library. This targeted approach enables the greatest impact in terms of the benefits and outcomes identified above.

### Selected Customer Comments from CIPFA Survey:

#### Woking

- Private working rooms for work calls etc would be great.
- It would be great if there could be a comfortable reading area with a coffee shop or at least a coffee machine.
- It would be great if there was a toilet in the library especially for kids.
- Toilet facilities would be great.
- If library can have toilets then it would be great.

**Woking Library – Benefits and Outcomes Table**

Carnegie Model Quadrant	What we can do now	What we can do in transformed library space
Social Hub	<ul style="list-style-type: none"> <li>• Limited capacity for events max 50 e.g. author events outside of opening hours, rhymetime.</li> <li>• Limited study desks for people to work from and they are often all in use</li> <li>• Currently no meeting room or private space to hire</li> </ul>	<ul style="list-style-type: none"> <li>• Space for public meetings</li> <li>• Space for confidential meetings - Two meeting rooms one with kitchenette (seat 14 each) that can be made into one seating 28. Plus 2 x 4 person meeting room pod</li> <li>• Provision of community health services in confidential and safe environment</li> <li>• Space for Information, campaigns and promotional opportunities accessible from the library, along with community health provision such as baby weighing, and facilities for residents to engage in activities such as the loan of fitness devices, promoting increased empowerment around informed choice and healthy lifestyles (e.g. health checks, baby weighing clinic, breastfeeding advice sessions, new mums groups, diabetes clinics). Approaches have already been received for this at Woking library.</li> <li>• Family centre activities can now be provided (previous approaches shows demand for this)</li> <li>• Would now be possible to offer Visa checking services through the soprastereo contract for libraries (currently unable to provide this due to lack of space).</li> <li>• Using the library as a community hub – with a range of spaces of different shapes and sizes available there is an opportunity to bring together a variety of public services in one building that is not possible now.</li> <li>• Use by community groups outside of staffed opening hours as a result of Open Access i.e. Chinese Association of Woking</li> </ul>
Cultural Centre	<ul style="list-style-type: none"> <li>• One small scale event at a time Max: 50 number of people</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibitions, performance and author visits for 60 during opening hours and 100 outside opening hours</li> <li>• Multiple events can happen on both floors at the same time</li> </ul>



Economic Enabler	<ul style="list-style-type: none"> <li>• Access to computers and wi-fi</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership working with local businesses and community groups, utilising meeting room and partnership space to provide business support</li> <li>• Capacity to facilitate community bank spaces, as is already happening in other libraries</li> <li>• Supporting with digital skills through workshops and classes. PCs will be positioned in a way to facilitate this</li> <li>• Space for people to work and run small businesses from, through additional laptop and power points</li> </ul>
Learning Hub	<ul style="list-style-type: none"> <li>• Supporting literacy through books and the Summer Reading Challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Design will be dyslexia, autism and dementia friendly to ensure it's accessible for all</li> <li>• Digital literacy courses can be run without impacting other library users</li> <li>• Space for workshops and classes to take place in the meeting room space</li> <li>• Health support classes</li> <li>• ESOL classes could be provided from this space</li> <li>• Bitesize/light touch adult learning sessions</li> <li>• Increase in the number of computer hours due to open access</li> <li>• Increase in study tables</li> </ul>

#### Benefits Summary:

<b>Woking</b>			
<b>Category</b>	<b>As is</b>	<b>Target- 25% increase</b>	<b>Outcomes evidenced or enabled</b>
Footfall	254,771	318,464	
Book issues	225,385	281,731	
Membership	30,420	38,025	
Meeting rooms			Increased income, increased ability to deliver on local, data-evidenced need
• Number	1	4	
• Capacity	8	36	
• Income	£92	£70,380 (60% occupancy)	
Event spaces			Increased income, increased ability to deliver on local, data-evidenced need
• Number	2	3	
• Capacity	50	150	
Events per year			
• Number	354	443	
• Diversity			

Attendance numbers	16,486	20,608	
Income	£493	£1,000	
PC hours	29,802	37,253	
Wifi sessions	19,975	24,969	

## SURREY COUNTY COUNCIL

## CABINET



<b>DATE:</b>	<b>27 JUNE 2023</b>
<b>REPORT OF CABINET MEMBER:</b>	<b>NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY AND WASTE</b>
<b>LEAD OFFICER:</b>	<b>LEIGH WHITEHOUSE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR FOR RESOURCES</b>
<b>SUBJECT:</b>	<b>WEYBRIDGE HUB REDEVELOPMENT</b>
<b>ORGANISATION STRATEGY PRIORITY AREA:</b>	<b>GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ TACKLING HEALTH INEQUALITY/ ENABLING A GREENER FUTURE/ EMPOWERING COMMUNITIES</b>

<b>Purpose of the Report:</b>
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This report seeks Cabinet approval for capital funding to refurbish and extend Weybridge Library, a Surrey County Council (the Council) owned asset, to create a multi-use service hub delivering a wider range of services and facilities, accessible to all Weybridge residents.

The recommended proposal will upgrade the existing building's facilities, extending the ground floor library space and provide refurbished space for the Council and other third-party partners to deliver additional essential services. The exterior will be upgraded to improve the look of the building and the refurbishment will also reduce energy use and carbon emissions, contributing to the Council's net zero ambitions.

Delivery of this project supports the Council's Community Vision for 2030 to ensure No One Left Behind and the Hubs programme, which looks to deliver services in a joined-up way allowing residents and users to access multiple services in one location.

<b>Recommendations:</b>
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It is recommended that Cabinet:

1. Approves capital funding to redevelop Weybridge Library, extending the ground floor and refurbishing the existing building, to create a new multi-service hub. The capital funding required to redevelop the site 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 building in accordance with the Council's Procurement and Contract Standing Orders and Public Contracts Regulation 2015, alongside other related legislation in force at the time.
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:

Approving the recommendations set out in this report will result in the following outcomes:

- Services delivered from the building will be improved, accommodating a wider range of services and facilities for Weybridge residents provided by the Council, public sector and third-party partners.
- Deliver a new, modern library and cultural provision which meets current and future needs of users and staff.
- Flexible and integrated public services, co-located in one building, accessible to all members of the community.
- Optimise and make best use of an existing Council asset.
- Create potential commercial opportunities and increase Council income from letting/hiring vacant space to third-party groups and partners.
- Improve the building's environmental performance, reducing energy use and carbon emissions.

## Executive Summary:

### Background

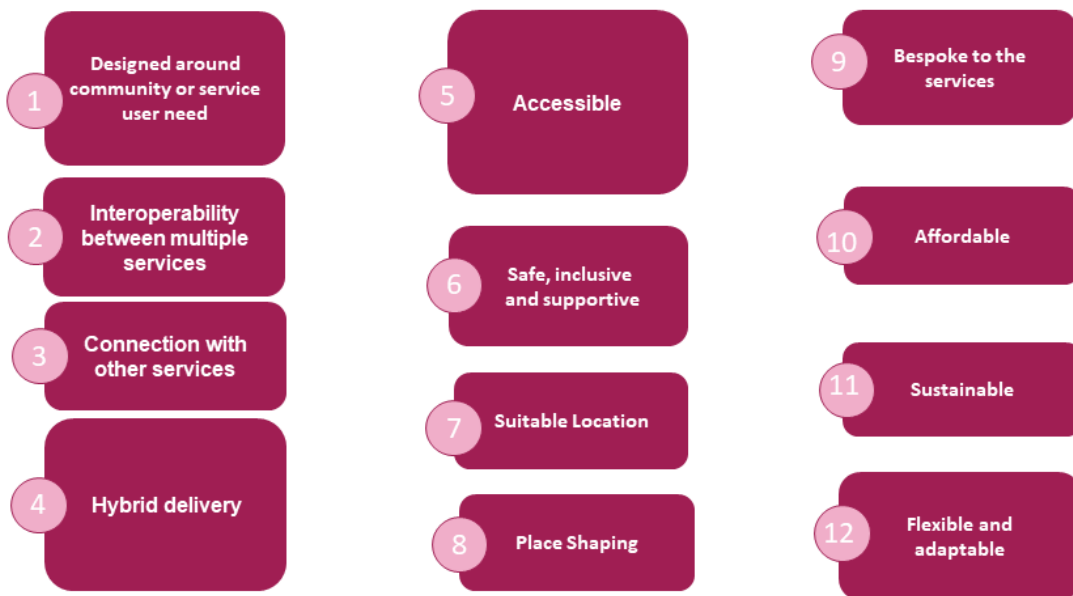
1. Weybridge Library is a Council freehold asset which is now in need of investment. The building's infrastructure needs to be updated and upgraded to extend the building's useful life and improve facilities for current and future building users. This project looks to avoid future high maintenance costs and better manage current levels of carbon emissions to align the building with the Council's net zero ambitions more closely.
2. The condition of the building has also resulted in the building being under-utilised, the only occupiers are the library service and a third-party tenant, Brooklands Radio, with some occasional use by community and commercial groups. Improving the spaces and facilities will better serve the building's current occupiers and users and attract more third-parties to lease or hire vacant space.
3. This report proposes redeveloping the current library building to create Weybridge Hub, a multi-use, thriving, community facility. The Weybridge Hub scheme aligns to the objectives of "[Weybetter Weybridge](#)", the wider public sector programme, where the Council is partnering with Elmbridge Borough Council and NHS Surrey Heartlands to redevelop and improve community and healthcare facilities in Weybridge.
4. The recommended proposal, to refurbish the existing building and extend the library space on the ground floor, addresses and meets Service needs and aligns with the Council's Hubs programme. It will enhance the look of the building and improve the space available for lease/hire by third parties so providing potential income generation to the Council. Other options considered are outlined in Annex 1.
5. The external façade will be enhanced, including replacing the windows, doors and curtain walling. The roof which is at the end of its useful life will be replaced and wall and roof insulation will be upgraded. Refurbishing the building also allows opportunity to significantly reduce energy use and carbon emissions.

- Residents will still be able to access a library provision in Weybridge during the refurbishing works period. The Council is working with partners to provide a viable solution.

### Hubs programme

- The scheme is aligned to the Council’s vision for the delivery of service hubs and incorporates key principles of the Hubs Programme, such as “designed around community or service user need,” “interoperability between multiple services and safe and inclusive and supportive” spaces.
- There is no ‘one size fits all’ as to what constitutes a service hub and which services are provided from one. Each hub within the programme will deliver accommodation and services based on the needs of its locality and the community it serves. They will be flexible multi accessible spaces suitable for a range of front-facing services. However, they will all be developed within the scope of the 12 agreed hubs programme principles:

## The principles of a Service Hub



- The proposal for Weybridge provides an opportunity to utilise an existing Council freehold asset and deliver a fit for purpose building which can be utilised for Council, public sector, and third-party use. The proposed new hub will provide accommodation for a variety of services and partners, including but not limited to, libraries, youth services, commercial and community space and community rooms available for hire.
- The new and improved library space will deliver on all aspects of the library services strategy by providing spaces that deliver cultural, social, economic, and learning outcomes and improve resident wellbeing. The proposal also includes a provision for Targeted Youth Services, with improved outcomes for young people including fewer Police interventions for young people.

11. Delivery of this scheme, within the hubs programme, will enable the Council to host partner organisations and promote wider access to public services. Residents will be able to access multiple services from a single location. These co-location approaches are an efficient and effective use of resources, enabling delivery of a range of services reflective of local need. Hubs can bring people together and help residents form new relationships and support networks, by enabling and hosting community-led activity, improving health and wellbeing through activity programmes and partnership working. As such they will deliver on the principles of the Community Vision for 2030 creating more vibrant and integrated communities.

### **Youth Services**

12. Targeted Youth services have identified Weybridge as a key area of need due to increased “County Lines” activity in the town; children and young people are particularly at risk of becoming involved in County Lines. To increase the support provided to young people at risk, to intervene with the aim of preventing young people encountering the criminal justice system, a dedicated youth space is required.
13. The same space can also be used for supporting young people who have been arrested, to minimise the time they are held in custody suites and maximise effectiveness of support post-arrest. Such support needs to be away from other youth provisions to provide young people with a safe space for 1-2-1 or small group sessions. The space is designed so that it can be used and accessed 24/7, 365 days of the year.
14. Other Youth Service teams will have access to the space for targeted youth support, and family support work with young people.

### **Library Service**

15. The Library & Cultural Services Strategy sets out the Council's commitment to retaining 52 libraries, within their existing localities. The ambition is to deliver modern and progressive libraries that are bright, welcoming, flexible spaces creating vibrant hubs for each local community.
16. Weybridge Library has been identified by the service as one of the top 20 priorities for investment and modernisation due to its current state of maintenance, poor look and feel and the underutilisation of the wider building.
17. In line with the wider Libraries Transformation programme, detailed in the Cabinet report “Modernising our Library Estate – Libraries Transformation Programme Phase 1” (June 2023), the Weybridge Library service offer will provide excellent book collections and resources for learning, a social space for cultural activities and events, business support and a gateway to Council and community services. As part of our libraries modernisation programme, Weybridge Library, will deliver improved digital platforms, effective IT and Wi-Fi infrastructure, extended opening hours using Open Access technology, and refreshments. The flexible design of the space will also ensure a vibrant and exciting activity programme, delivered in partnership with our residents. All of which will ensure that no one is left behind.
18. Three engagement and feedback events (May 2022, Jan 2023 and May 2023) have already been undertaken with residents in Weybridge alongside a CIPFA (Chartered Institute of Public Finance and Accountancy) Adult Library User Survey undertaken in

March 2022. The result of the survey whilst showing high satisfaction with the overall service, showed low satisfaction with the look and feel. Users ranked Weybridge Library 45th out of 52 for attractiveness of the library inside and 38th for attractiveness outside, with 52 being the least attractive. Resident comments received through the engagement events and survey have been used to influence the initial layout designs. Further engagement and co-design sessions are planned with residents later this year before producing a final design.

**Consultation:**

19. Consultation with residents, community groups, third-party partners and stakeholders is underway to involve local groups with the project and its proposals. Open and accessible consultation will continue throughout the project’s development. The key objectives of the engagement plan are to:

- Raise awareness of the proposal and give community, business and political stakeholders opportunity to comment and potentially influence the proposal.
- Involve stakeholders in identifying issues which are material to the proposal.
- Create opportunities for feedback on the proposal and be clear on areas open to influence.

20. The following have been consulted and had input into the proposed design and delivery model:

- Tim Oliver, Leader of the Council
- Natalie Bramhall, Cabinet Member for Property and Waste
- Denise Turner Stewart, Deputy Leader and Cabinet Member for Communities and Community Safety
- Senior staff within the Customer and Communities Children, and Families, Lifelong Learning, and directorates, Surrey County Council
- Land and Property, Legal and Finance teams, Surrey County Council
- Elmbridge Borough Council
- NHS partners

**Risk Management and Implications:**

21. The risks identified at this stage are outlined below.

	<b>Risk description</b>	<b>Mitigation action/strategy</b>
a.	Planning permission refused	<ul style="list-style-type: none"> <li>• Design team to consider and investigate likely issues e.g. transport, access, drainage, as part of pre-application discussions.</li> <li>• Designs to consider proximity of neighbouring building to design a scheme which complements its surroundings.</li> <li>• Engage with the local community at an early stage to take into account feedback and any concerns regarding the proposal.</li> </ul>
b.	Increase in development costs	<ul style="list-style-type: none"> <li>• Project team working closely with the Cost Consultants to monitor and manage construction costs.</li> <li>• Risk allowance of 15% has been allowed for in the design and construction cost estimates.</li> </ul>

	Risk description	Mitigation action/strategy
		<ul style="list-style-type: none"> <li>Ongoing development cost appraisals to monitor and manage construction costs, professional fees, surveys and investigations, fixed furniture and equipment, temporary/decant facilities, Council resource capitalisation costs, and 5% Council contingency for unforeseen issues.</li> <li>Consideration will be given to building contract procurement methods which allow for early involvement of the building contractor and/or specialist suppliers. This includes pre-construction, where project costs, programme and design quality will be reviewed to closely manage overall programme costs.</li> </ul>
c.	Access to site during construction period given the wider Weybetter Weybridge Development programme	<ul style="list-style-type: none"> <li>Early engagement with contractors, as well as a transport and highways consultant, to develop access strategy and plan.</li> <li>Continued engagement with stakeholders on the Weybetter Weybridge Development programme.</li> </ul>
d.	Reputational	<ul style="list-style-type: none"> <li>A communications plan is in place to engage and consult residents, local groups and stakeholders on the project's proposals.</li> </ul>

#### Financial and Value for Money Implications:

22. The proposal to extend and refurbish Weybridge Library to create a multi-use service hub will deliver a modern, fit for purpose building. The current service offering will be upgraded, providing a range of additional services for improved user experience, accessible to all Weybridge residents.
23. A range of options was considered to deliver a multi-service hub in Weybridge with the space and modern facilities required by the library service and other public sector services to be accommodated in the building. The options included: alternative leasehold or freehold acquisitions to relocate the library, and a complete re-build of the library building on the existing site. These options were discounted due to limited availability of sites in the town which could accommodate and meet the needs of the library service and the cost and carbon footprint to demolish and rebuild the existing building.
24. Options to deliver service requirements and make best use of the existing building included expanding the library to the first floor; this was discounted as even though it delivers on spatial requirements, due to structural limitations the library would become disjointed, impairing the user experience. The recommended proposal, to extend the ground floor meets Library Service spatial requirements, and the refurbishment will deliver modern and upgraded facilities for the library and other building users. See Annex 1 for further details.
25. The building's infrastructure will be improved which will save on future high running costs and contribute to the Council's net zero ambitions. Upgrading the building's exterior will improve the look of the building and enhance the local area. The interior spaces will be refurbished which will make space available for hire/lease by third-party partners more attractive, generating potential income to the Council.



26. The project forms one of several capital investments required to deliver statutory requirements.
27. The capital funding required to deliver the project is allocated within the Medium Term Financial Strategy (MTFS). This information is commercially sensitive at this time and is set out in the Part 2 report.

#### **Section 151 Officer Commentary:**

28. Significant progress has been made in recent years to improve the Council's financial resilience and the financial management capabilities across the organisation. Whilst this has built a stronger financial base from which to deliver our services, the increased cost of living, global financial uncertainty, high inflation and government policy changes mean we continue to face challenges to our financial position. This requires an increased focus on financial management to protect service delivery, a continuation of the need to be forward looking in the medium term, as well as the delivery of the efficiencies to achieve a balanced budget position each year.
29. In addition to these immediate challenges, the medium-term financial outlook beyond 2023/24 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 the stable provision of services in the medium term.
30. The recommendation to transfer funding from capital pipeline to budget is provided for in the current MTFS. The residual borrowing costs are factored into the MTFS. As such, the Section 151 Officer supports the recommendations of this report.

#### **Legal Implications – Monitoring Officer:**

31. The Council as freehold owner of the Weybridge Library site is empowered by legislation to pursue the proposals set out in this paper to deliver a wider range of services and facilities which are accessible to residents.
32. Under Section 2(1) of the Local Authorities (Land) Act 1963 a local authority has extensive development powers and may, for the benefit or improvement of its area, erect, extend, alter or re-erect any building and construct or carry out works on land.
33. Cabinet is under fiduciary duties to residents in utilising public monies and in considering this business case Cabinet Members will want to satisfy themselves that it represents an appropriate use of the Council's resources.
34. There are no significant legal implications at this stage related to procurement. Further detailed legal input will be provided as project develops.

#### **Equalities and Diversity:**

35. An Equality Impact Assessment (EIA) is not considered to be required for this proposal for the following reasons:
  - The redevelopment will comply with Disability Discrimination Act (DDA) regulations ensuring the building and its facilities are accessible to all.

- Council Services (e.g. Libraries and Children, Families and Lifelong Learning) are positively impacted with improved facilities to support improved access to, and delivery of services from the building for the communities they serve.
- Any changes to Service staffing will be dependent on Service strategies and requirements rather than the proposal outlined in this report.

<b>Other Implications:</b>
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36. 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.

<b>Area assessed:</b>	<b>Direct Implications:</b>
Corporate Parenting/ Looked After Children	No direct implications.
Safeguarding responsibilities for vulnerable children and adults	The development will be designed and built with safeguarding and security for vulnerable children and adults. This is particularly relevant for the Youth Services space which will be accessed 24-hrs. Enhanced security measures such as specified entry point, access controls and CCTV will be used to ensure safe entry, egress management, and minimise interactions with other users of the building.
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 Systems (SuDs); opportunities for rainwater harvesting; irrigation solutions; biodiversity net gain, landscape boundary treatments etc.
Public Health	No direct implications.

## What Happens Next:

37. Should Cabinet approve this proposal, high-level timescales are as set out below:

Key milestones	Timescale
Submit Planning Application	Jun 2023
Planning decision	Dec 2023
Award contract(s)	Aug – Dec 2023
Commence construction	Jan 2024
Complete construction	Dec 2024

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### Report Author:

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### Consulted:

- Tim Oliver, Leader of the Council
- Natalie Bramhall, Cabinet Member for Property and Waste
- Denise Turner Stewart, Deputy Leader and Cabinet Member for Communities and Community Safety
- Children, Families, Lifelong Learning, and Customer and Communities directorates, Surrey County Council
- Land and Property, Legal and Finance teams, Surrey County Council
- Elmbridge Borough Council
- NHS partners

### Annexes:

Annex 1: Options considered

Part 2 report

### Sources/background papers:

[Community vision for Surrey in 2030](#)

[Weybetter Weybridge](#)

Cabinet Report, Nov 2021: [Libraries Transformation Update and the Next Phase, Modernising Our Library Estate](#)

[Library & Cultural Services Strategy](#)

[The Carnegie model](#)

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## Weybridge Hub redevelopment

### Annex 1: Options considered

The long list of options to deliver Weybridge Hub considered a complete re-build of the existing building and alternative leasehold or freehold acquisitions to re-site the building.

These options were discounted due to the cost and carbon footprint to deliver a new build and limited alternative sites capable of delivering the spatial needs of Council Services. Feasibility studies, in consultation with Library Service and Youth Service, also discounted options to refurbish the existing building without increasing the library space and expanding the library over two floors; neither option delivers the space required by the library on one level and/or Service space would be disjointed, impairing service delivery and user experience.

The short list of options is set out below.

<b>Option A</b>	<b>Refurbishment of the existing building without providing a larger library space</b>
	This option does not address the space requirements for the library service so would not provide sufficient space to safeguard the future enhanced operation of the library.
<b>Option B</b>	<b>Refurbishment of the existing building with library expanding to the first floor</b>
	This option does provide the space required for the library service but over two floors. Due to the existing structural limitations and inability to reconfigure the stair core, the library would become very disjointed.
<b>Option C</b>	<b>Refurbishment of the existing building with an extension to the ground floor</b>
	This is the preferred option as it addresses all the Services' needs and provides potential income generation.

The preferred option, Option C delivers the following:

1. The building will provide an enhanced and improved external façade including replacement windows, doors and curtain walling along with upgraded insulation to the walls and roofs. The roof covering is deemed to be at the end of its useful life and will also be replaced.
2. It also enables the optimisation of the site by additional internal and external partners.
3. Weybridge Library falls under the Council's 2030 target for scope 1 & 2 carbon emissions and is a high user of energy. The refurbishment gives the opportunity to significantly reduce energy consumptions and carbon emissions.

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**SURREY COUNTY COUNCIL****CABINET****DATE: 27 JUNE 2023****REPORT OF CABINET MEMBER: MARK NUTI, CABINET MEMBER FOR ADULTS AND HEALTH****LEAD OFFICER: LIZ BRUCE, JOINT EXECUTIVE DIRECTOR, ADULT SOCIAL CARE AND INTEGRATED COMMISSIONING****SUBJECT: ARUNDEL HOUSE, SURREY COUNTY COUNCIL RESIDENTIAL CARE HOME****ORGANISATION STRATEGY PRIORITY AREA: EMPOWERING COMMUNITIES / TACKLING INEQUALITIES****Purpose of the Report:**

This report sets out the background and strategic context behind the formal consultation recently conducted on the proposed closure of Arundel House, a Residential Care Home for people with learning disabilities run by Surrey County Council. The report also provides details on the feedback from the consultation and other relevant information that inform the officer recommendation to Cabinet that Cabinet agrees to the closure of services operating from the Arundel House site.

It is important to acknowledge and state in this report that the care provided by the staff at and from Arundel House is of a high quality and that the consultation and recommendations in this report are not a reflection or response to the care and support being provided by the staff team. Residents are happy where they live and the support they receive. However, Cabinet needs to make a decision about the future of the services provided at or from Arundel House as the building is dated and has a layout that is institutional. This would need to be addressed to ensure that it meets current and future expectations of residents and families. Knocking down and rebuilding a new service of a similar size is not an option as it would not be registered by the regulator, the Care Quality Commission (CQC) as it would not meet the expectations of their guidance for services for people with learning disabilities and autism, 'Right support, right care, right culture'. It is therefore, with regret, that Adult Social Care is bringing this report to Cabinet for them to consider.

**Recommendations:**

It is recommended that Cabinet agrees:

1. That all services operating from the Arundel House site are closed and people are supported to move to new homes and alternative support providers.
2. That, subject to recommendation 1 being agreed, the alternative use of the site should focus on essential worker housing with the scope to incorporate some supported independent living units into the overall development to support wider delivery of the Accommodation with Care and Support programme. This would be subject to full feasibility studies.

3. That should the site be considered unsuitable for the purposes defined in the second recommendation above, the options appraisal process (as set out in the Council's Asset and Place Strategy 2019) will be used to determine future use of the site.

#### **Reason for Recommendations:**

The Council's ambition, set out in SCC's Accommodation with Care and Support Strategy is to increase independence, modernise care and improve outcomes for residents by transforming the range and quality of accommodation with support on offer to Surrey residents. Arundel House is the last in-house institutional service run by the Council for adults with learning disabilities. The building is no longer able to fully respond to the needs and expectations of people with learning disabilities or their families. Adult Social Care wants to support people to have more choice and independence. This includes supporting people to live in supported living arrangements rather than in residential care. SCC commissioners are supporting this approach by not choosing to place people at Arundel House, which is large and institutional.

#### **Executive Summary:**

##### **Background**

1. Arundel House is an in-house residential care home in Banstead for people with learning disabilities run by Surrey County Council. It has the capacity to provide accommodation and personal care for up to 18 people. There are two supported living facilities on the site, which can support five people. Support to people in the community is also provided from a base on the site. All buildings are managed from the main building and the fire alarm system is linked to all areas.
2. There are nine people currently living in the residential service, three in supported living on the site and eight people supported in their own homes in the community. There are 39 members of staff working at Arundel House. The service was last inspected by CQC in March 2019 and was rated 'Good'.
3. The Council's ambition is to increase independence and modernise care, so people can lead independent and fulfilling lives in their own homes for as long as possible. The Council's Accommodation with Care and Support Strategy sets out plans for modern supported independent living accommodation and extra care housing in the community to enable people to live their lives in their own way and reduce reliance on residential care.
4. Arundel House operates effectively with highly trained staff but continuing to provide the service as it presents challenges operationally and financially. The setting is no longer able to fully respond to the needs and expectations of people with learning disabilities and their families. It does not fit with the Council's strategic aim to support people with learning disabilities to move from residential care to supported independent living and is not the type of provision that would be built now. If an application was made to register this as a new service with CQC it is considered that it would be refused as it does not meet CQC's current guidance 'Right support, right care, right culture.'
5. The original two-storey building was built in the 1930s. When first used as a care home the building met the needs and expectations of the time. The number of extensions that have been added subsequently means that the service has become an institutional environment. There are long corridors, the bedrooms are small,



communal space is limited with combined kitchen and living areas, which are not large enough to support people with complex needs.

6. The building environment of Arundel House is not suitable for people coming through the transition from children to adult services because of the layout. It does not meet modern expectations for people to live in a more home like environment as part of the community. The space provided would not be adequate to manage people with complex needs, autism and challenging behaviour without compromising the safety of others living and working in the service. The small communal areas in the units mean that any disruptive behaviour from one individual impacts everyone else and there is limited space for individuals to be on their own apart from in their bedrooms. There are no en-suite facilities, which can afford greater privacy and dignity to the individual.
7. Current occupancy of the residential service is 50% and of the on-site supported living is 60%. As the people living in the service get older, it is likely that their needs will increase, and the environment may no longer be suitable because more space is needed for equipment to support them or because their needs cannot be accommodated at Arundel House.
8. Based on user and family choice, as new placements are not being made the service occupancy is likely to decrease further resulting in the service becoming unsustainable and the building will be too large for the number of people living there.
9. Major repairs to the buildings are expected to be required so it is important to plan for the future rather than respond in a crisis or emergency situation should any of the infrastructure of the building fail.

## **Land & Property**

10. Following a review of Arundel House Residential Care Home along with building surveys from 2021 Surrey County Council's Land & Property department assessed that substantial investment of £1.3 million was required for ongoing maintenance over the next ten years. In May 2023, Land & Property advised that the cost of the works identified has increased by 20% to £1.5 million. In addition, the team have considered four options for the works needed at the home to bring the property up to good condition and to make it fit for the future: repair, refurbish, remodel and redevelop.
11. Repair and / or refurbishment will not make the property fit for the future as it would still be a large institutional building. Should repairs be undertaken to bring the property up to a good condition, internal refurbishment of areas to modernise the decoration into a comfortable living environment will not deliver the type of building needed for the future.
12. Remodelling and redevelopment may deliver what is required from the site to make it fit for the future at a similar cost, but this would potentially create a campus provision, which would be contrary to CQC's current guidance 'Right support, right care, right culture.' It would also mean the current residents moving out of the building for a substantial period of time whilst the work is completed. The Council would wish to avoid a double move for individuals. Given the age of the people living at Arundel

House the aim is that they should only move once so they feel settled within their new accommodation rather than maintain any expectation of returning to the site.

## Summary

13. When the Council has closed large institutional homes for people with learning disabilities in the past, the outcomes for the people who move have generally been positive. Here are some of the experiences of individuals:
- One person expressed that if their home closed, they would want to live in a house with three of their friends, the Council were able to support this to happen.
  - Another said they would want to live in their own flat supported by staff, the Council enabled this to happen too.
  - For a group of individuals whose families advocated for them to move together, the Council also enabled this to happen.
  - Individuals who had been unable to access their garden, now all had access to a garden and were living in homes in the community rather than institutions.

If the Cabinet decides to close Arundel House, all of the Council's in-house services for adults with learning disabilities will be in ordinary homes in ordinary streets in Surrey, as the other large institutional settings have already closed.

14. If closure is agreed, social care practitioners will work with individuals living on the site, their families and carers to carry out social care assessments to determine what is important for them in order to move to alternative accommodation and with those in the community to transfer their support to other local providers.
15. The recommendations in this report link to the Adult Social Care commissioning intentions for adults living with a learning disability and / or autism, and the aim to support people to lead independent and fulfilling lives for as long as possible. They also support the Empowering Communities priority objective in the Organisation strategy by enabling Surrey residents to live in their own homes within a community, the Greener Futures agenda by proposing the decommissioning of a large inefficient building, and to Tackling Inequalities through people with disabilities having the opportunity to live in ordinary homes in ordinary streets within Surrey's varied and thriving communities.
16. With the cost of ongoing maintenance over the next ten years alongside the need for current residents to move out for an extensive period whilst any work required beyond minor decoration is completed, Adult Social Care believes that the only viable and best option is the closure of Arundel House.
17. Adult Social Care has considered whether to retain the supported living provision based at Arundel House. However, it is currently only supporting 11 people, and there are no other CQC regulated in-house learning disability services in the local area to take over the management of this provision. Adult Social Care's view is that it would not be cost effective to maintain such a small service with associated costs such as staffing, Council overheads, provision of office space and CQC registration fees. In addition, the current supported living provision does not provide a comparable quality and standard of accommodation that can now be provided and is

being secured through the delivery of the Council's Accommodation with Care and Support Strategy.

### Consultation:

18. A public consultation entitled 'Consultation on the Closure of Arundel House Residential Care Home run by Surrey County Council' accessible via Surrey Says, took place from 24 January 2023 to 18 April 2023.
19. The consultation outlined why the Council was consulting on closure and asked people to complete a survey. To enable people living in and supported by the service to respond, an accessible version of the consultation document and survey was available in an easy read format. People were given hard copies and, those who wanted to, responded themselves or were supported to respond by members of staff or their families.
20. During the consultation conversations were held with people living on the site and with those supported to live in the community. There were meetings with families / carers by phone and in person. Meetings were held with staff, who were also offered the opportunity for one-to-one conversations with the Senior Manager and HR.
21. Stakeholders, who were advised of the consultation included health partners, the Care Quality Commission, the local district and borough council and the local Member of Parliament. The full list of those consulted is included in Annex 2.
22. Some families asked to meet with Mark Nuti, the Cabinet member for Adults and Health following the consultation and they raised with him their concerns that they:
  - are worried that moving will be destabilising for their relatives
  - will be rushed into a new home that they don't like by a certain deadline
  - want their loved ones to stay in or close to an area they have become comfortable and familiar with

If Cabinet agrees to the recommendation in the report Adult Social Care is committed to work with individuals and their families to ensure that they are content with any future service. This will not be rushed and the voice of individuals and their families will be front and centre in any decisions about future care services.

### Consultation Feedback

23. Feedback from the consultation is included in Annex 3. 43 responses were received through Surrey Says, there were 16 hard copy easy read survey responses and a further seven emails were received with feedback on the consultation.
24. From the 59 Surrey Says and hard copy surveys completed regarding the understanding of why the proposal to close had been made:
  - 34 understood
  - 20 didn't understand
  - 4 didn't know
  - 1 didn't answer
25. From the 59 Surrey Says and hard copy surveys completed regarding agreement with the proposal to close Arundel House:

- 20 agreed
- 32 disagreed
- 5 didn't know
- 2 didn't answer

26. The areas that were commented on the most in all 66 responses were:
- Support for the current service (24)
  - Support for the current staff (20)
  - Impact on the wellbeing of people supported (19)
  - The building not being suitable / not being in a good condition (11)
  - Concern about alternative provision (11)
  - Preferences about the future if closure is agreed (11)
  - Keeping the supported living service (9)
  - Support for the current location (i.e. Banstead) (9)
  - Support for the proposal to close (8)

## Member Engagement

27. The Joint Executive Director for Adult Social Care & Integrated Commissioning, in discussion with the Cabinet Member for Adults and Health, took the delegated decision on 18 January 2023 to publicly consult on the closure of Arundel House Residential Care Home.
28. The Cabinet Member for Adults and Health emailed the details of the consultation to all county councillors on 25 January 2023.
29. The Chairman of the Adults and Health Select Committee was further briefed by officers and the Cabinet Member for Adults and Health.
30. The Cabinet Member for Adults and Health emailed the local Reigate & Banstead councillors.
31. The Cabinet Member for Adults and Health also emailed the Member of Parliament for Reigate.

### **Risk Management and Implications:**

32. The risk register is attached at Annex 4. The key risks associated with closure are listed below, but there is mitigation in place to minimise them:
- Negative impact on the people living in and supported by the service because of the uncertainty. This is mitigated by regular conversations to ensure any signs of negative impacts are identified early, a person-centred approach at the heart of all conversations, dedicated Social Workers and working closely with individuals, families and carers throughout the process.
  - Potential loss of staff compromises the ability to provide care, impacts safe staffing levels and CQC compliance. This is mitigated by a daily review of staffing requirements against care and support needs, ongoing communication, discussion with SCC unions, engagement with CQC and quality assurance audits as required.
  - Inability to source suitable alternative provision. This is mitigated by people continuing to live at Arundel House and current services remaining in place until appropriate alternatives are found, commissioners identifying alternative

services in the area and discussion with the market to develop options as care and support needs are established.

33. Although not listed on the risk register, the service considers that if Arundel House remains open, the occupancy will fall below 50% due to people's changing needs.

#### **Financial and Value for Money Implications:**

34. The cost of operating the residential and supported living services is approximately £1.3m. This does not include utility or property maintenance costs.
35. As set out in this paper, the services do not meet the required modern standards for the type of independent provision in the community that the ASC service needs to commission for Surrey residents with a learning disability and / or autism. As such, new admissions to the services have not been supported meaning occupancy has fallen to low levels and as such the unit cost of operating the services for the remaining residents is much higher. If the buildings were to be maintained and continued to be operated, then the cost of care per resident would remain very high and in excess of market alternatives.
36. Although the site could be redeveloped, as set out in this paper the new provision would still be substantially larger than the CQC's recommended guidance for supporting people with a learning disability and / or autism. There would be a period of "double running costs" when resources would need to be spent on developing the new accommodation whilst at the same time providing care in alternative provision and the current residents would have to move twice.
37. As such, in addition to representing what is considered to be the best option operationally and for residents' long term wellbeing closure of the services currently operating at the Arundel House site is also considered the option that delivers best value for the Council.
38. ASC's budget for the services currently operating at Arundel House will be transferred to the learning disability and autism care package (LD&A) budget to purchase alternative provision for current residents. Latest modelling indicates that the total cost of alternative provision for current residents is likely to be a little lower than the current £1.3m budget for the services at Arundel House. However, it is also important to recognise that alternative services for new LD&A autism clients have already been purchased with independent sector providers instead of placing people in the services at Arundel House. As such, it is appropriate to transfer the full operating budgets for the site to the LD&A care package budget and as such no material savings are expected to be achieved against the budget from the closure of the site.

#### **Section 151 Officer Commentary:**

39. Significant progress has been made in recent years to improve the Council's financial resilience and the financial management capabilities across the organisation. Whilst this has built a stronger financial base from which to deliver our services, the increased cost of living, global financial uncertainty, high inflation and government policy changes mean we continue to face challenges to our financial position. This requires an increased focus on financial management to protect service delivery, a

continuation of the need to be forward looking in the medium term, as well as the delivery of the efficiencies to achieve a balanced budget position each year.

40. In addition to these immediate challenges, the medium-term financial outlook beyond 2023/24 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 the stable provision of services in the medium term.
41. As such, the Section 151 Officer recognises that the closure of the learning disability services operating at the Arundel House site represents the best value decision to utilise constrained resources to maximum effect to support some of Surrey's most vulnerable residents. It avoids additional expenditure that would otherwise be required in the long term to maintain services that would not be in line with the Council's commissioning strategy for ASC learning disability and autism or national standards.
42. The Section 151 Officer confirms the outcome will be factored into the Council's Medium Term Financial Strategy.

#### **Legal Implications – Monitoring Officer:**

43. Save for where there is a specific statutory requirement (which is not present in this case), there is a clear expectation in public law that a council will carry out a public consultation whenever it is considering making any significant changes to service provision. This is especially important where it is proposed that a service is withdrawn or reduced. The proposed closure referred to within this report was the subject of consultation during the period 24 January 2023 and 18 April 2023. Care was taken to ensure that the consultation material was presented in an accessible format that could be understood by potential consultees. In addition, officers from Adult Social Care offered individual meetings to residents and families.
44. In order that Cabinet Members are able to take the outcome of the consultation process into account when reaching their decisions, they should read Annex 3 where there is a more detailed summary. In considering the recommendations in this report Members must give due regard to the outcome of the consultation and conscientiously take it into account when making their final decision.
45. The public sector equality duty also applies to the decision that Members are being asked to make. Section 149 Equality Act 2010 requires them to have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited 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 protected relevant characteristic and persons who do not share it.

An Equality Impact Assessment (EIA) has been completed and can be found within Annex 5. Members must read the EIA and take its findings into account when

reaching their decision. Members should note that negative impacts have been identified and they will need to take account of these and the mitigating actions that have been highlighted.

46. Article 8 Human Rights Act protects an individual's right to respect for private and family life. The implementation of the recommendations in this report will impact residents Article 8 rights. However, this right may be lawfully limited having regard to the fair balance that has to be struck between the interests of individuals and the community as a whole. If Members accept the recommendation to close Arundel House, Members must be satisfied that a better use of public resources can be achieved.

**Equalities and Diversity:**

47. An Equalities Impact Assessment was carried out and is attached at Annex 5.
48. The key points to note at the time of writing the EIA are:
- a. The people supported in or from Arundel House have a disability
  - b. 39 members of staff work at Arundel House
  - c. 77% of staff are female, 23% of staff are male
  - d. 49% of staff work part time, 23% are bank staff
49. Because of the numbers involved the information cannot be broken down further to avoid identification of individuals.

**Other Implications:**

50. 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.

<b>Area assessed:</b>	<b>Direct Implications:</b>
Corporate Parenting/Looked After Children	No direct implications identified.
Safeguarding responsibilities for vulnerable children and adults	No direct implications identified.
Environmental sustainability	No direct implications identified.
Compliance against net-zero emissions target and future climate compatibility/resilience	Estate rationalisation is one of the strategies planned to support meeting the Surrey County Council 2030 Net zero target. Estate rationalisation is a strategy that will ensure the Council efficiently utilises its estate to reduce its emissions through continuously reviewing the estate size against current and future service needs. Closure of Arundel House Residential Care Home fits with this strategy.
Public Health	No direct implications identified.

## What Happens Next:

51. Following the decision, assuming closure is agreed, the service will:

- a. Hold meetings with the staff and people who live on the Arundel House site in June 2023 to update them on the decision.
- b. Contact families / carers and people living in the community who are supported from the site to advise them of the decision and identify next steps.
- c. Start implementing the Cabinet's decision for the people supported as soon as possible, with the aim of being fully implemented by the end of 2023.
- d. Undertake a staff consultation as soon as possible after the Cabinet decision.

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**Report Author:** Chris Hastings – Area Director Service Delivery, Adult Social Care  
servicedelivery.info@surreycc.gov.uk, 01372 832257

### Consulted:

The list of those consulted is included in Annex 2.

### Annexes:

Annex 1 – Consultation document 24/1/23 – 18/4/23

Annex 2 – List of people / organisations consulted

Annex 3 – Summary of the public consultation feedback

Annex 4 – Risk Register – NB this is on a template used prior to the introduction of the new SCC template

Annex 5 – Equalities Impact Assessment

### Sources/background papers:

[Accommodation with Care and Support Strategy](#)

[Right support, right care, right culture](#): CQC guidance for learning disability services

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**SURREY**  
COUNTY COUNCIL

# **ANNEX 1**

# **The closure of Arundel House Residential Care Home run by Surrey County Council**

10

## **Consultation Document**

## Overview

A decision has been made to consult on the closure of Arundel House Residential Care Home run by Surrey County Council. We acknowledge this may be difficult for people living and working in this service as well as the families of people supported by the staff at Arundel. We want to be clear that this consultation is taking place because of the issues we face with the building and from the start want to recognise the dedication and expertise of the staff in the service.

The aim of this consultation is to make sure anyone who could be affected by the proposal has an opportunity to have their say before the final decision is made.

This document will aim to explain the background to the consultation and why we need to consult on the closure of the care home.

There are many ways to give your feedback. Please choose the option or options that suit you, as detailed at the end of this document. Your views and suggestions are very important and will assist the Cabinet of Surrey County Council to make an informed decision on the closure of the service.

## Background

Arundel House in Banstead has the capacity to provide accommodation and personal care for up to 18 people with learning disabilities on a permanent basis and for short-term breaks. There are two supported living facilities on the site, which have the capacity to support five people. Outreach services to people in the community are also provided from a base on the site.

The original two-storey building was built in the 1930s. To the rear there have been various extensions built since the 1980s, most of which are single storey although there is a two-storey area to the east side of the main extension and separate two-storey supported living accommodation within the grounds. All buildings are managed from the main building and the fire alarm system is linked to all areas.

Arundel House is set in its own grounds in Banstead and is close to local services and amenities. The service developed good links with a local church, Scouts, Rangers and a Sunday club which ran activities attended by some of the residents. Nearly all of these are not running currently as some volunteers have retired or because of the impact of Covid. Residents continue to attend day services in the Civic Centre and a weekly club run by Mencap.

The main house is divided into four separate areas. Each area has its own living areas and shared bathrooms. There are 18 single bedrooms, each with their own wash hand basins. There is a fifth area with a communal lounge, dining room, kitchen and staff facilities.

There are nine people currently living in the residential care part of the service and three living in the on-site supported living facilities. The area of the home that is used for short breaks is not currently being used unless there is a critical situation in the community. Eight individuals are supported by the team in their own accommodation in the community. 39 staff work for the service.

Arundel House was last inspected by the Care Quality Commission in March 2019 and was rated 'Good'.

The proposal is to close Arundel House and work with individuals living on the site to move to alternative accommodation.

## Why are we putting forward this proposal?

As a county council our ambition is to increase independence and modernise care, so people can lead independent and fulfilling lives in their own homes for as long as possible. We've set out plans for modern supported living accommodation and extra care housing in the community to enable people to live their lives their own way and reduce reliance on residential care. This is contained within our [Accommodation with Care and Support strategy](https://mycouncil.surreycc.gov.uk/ielssueDetails.aspx?Id=31452&PlanId=0&Opt=3#A125750) (<https://mycouncil.surreycc.gov.uk/ielssueDetails.aspx?Id=31452&PlanId=0&Opt=3#A125750>).

Arundel House operates effectively with highly trained staff but continuing to provide the service as it presents challenges operationally and financially. It is no longer able to fully respond to the needs and expectations of people with learning disabilities and their families. It does not fit with our strategic aim to support people to move from residential care to supported living and is not the type of provision we would build now. Commissioners are not choosing to place people at Arundel House due to the accommodation that it offers.

When first used as a care home the building met the needs and expectations of the time. There have been a number of extensions that mean that the service has become an institutional environment. There are long corridors, the bedrooms are small, communal space is limited with kitchen and living areas combined and not large enough to support people with complex needs.

The building environment of Arundel House is not suitable for people coming through the transition from children to adult services because of the layout. It does not meet modern expectations for people to live in a more home like environment as part of the community. The space provided would not be adequate to manage people with complex needs, autism and challenging behaviour without compromising the safety of others living and working in the service. The small communal areas in the units mean that any disruptive behaviour from one individual impacts everyone else and there is limited space for individuals to be on their own apart from in their bedrooms.

There are no en-suite facilities. We recognise that many people but not all prefer having their own en-suite facilities as these afford greater privacy and dignity to the individual.

Current occupancy of the residential service is 50% and of the on-site supported living is 60%. As the residents get older, it is likely that their needs will increase and the environment may no longer be suitable because more space is needed for equipment to support them or because their needs cannot be accommodated at Arundel House. They may need to move to a different service. This has already been the case for two residents in the last two years.

If occupancy decreases further and new placements are not being made the service will not be sustainable and the building will be too large for the number of people living there. Major repairs to the buildings may become increasingly critical so we think we need to make plans about the future and consider what we do now in a planned way rather than in a crisis or emergency situation should any of the infrastructure of the building fail.

Following a review of Arundel House Residential Care Home along with building surveys Surrey County Council's Land & Property department have assessed that substantial investment of £1.3 million is required for ongoing maintenance over the next ten years. In addition, the team have considered four options for the works needed at the home to bring the property up to good condition and to make it fit for the future: repair, refurbish, remodel and redevelop.

Repair and/or refurbishment will not make the property fit for the future as we would still have a large institutional building. Should repairs be undertaken to bring the property up to a good condition, internal refurbishment of areas to modernise the decoration into a comfortable living environment will not deliver the type of building we need for the future.

Remodelling and redevelopment could both deliver what is required from the site to make it fit for the future at a similar cost but would mean the current residents moving out of the building for a substantial period of time whilst the work is completed. We would wish to avoid a double move for individuals. Given the age of the people living at Arundel our aim is that they should only move once so they feel settled within their new accommodation rather than maintain any expectation of returning to the site.

In summary, with the cost of ongoing maintenance over the next ten years alongside the need for current residents to move out for an extensive period whilst any work required beyond minor decoration is completed, we believe that the only viable and best option is the closure of Arundel House. Therefore, we are not consulting on a range of options.

If closure is agreed, the identification of alternative accommodation for individuals currently living on the site would be based on their individual assessed needs and their preferences.

Closure would also mean that the outreach services currently provided to people in their own homes in the community from a base on the site are transferred to other providers.

## How long is the consultation?

To ensure you have enough time to consider and discuss your thoughts the consultation will be running from 24 January 2023 until 18 April 2023.

You can complete the consultation survey online or you can request a printed version and return it by post. Details of how to obtain a printed version or other alternative formats can be found at the end of this document.

## What will happen following the consultation?

A report will be compiled using anonymous feedback from this consultation and the aim is for it to be presented to the cabinet of Surrey County Council in June 2023. The cabinet will review the report and make a final decision about the future of Arundel House and the services provided from the site.

## How to contact us, have your say and send us your feedback

If you would like to contact us to discuss any queries about the consultation or receive any information about this consultation in another format, please contact Surrey County Council using the details below.

You can also use the details below to send us your comments and feedback:

Email: [servicedelivery.info@surreycc.gov.uk](mailto:servicedelivery.info@surreycc.gov.uk)

Telephone: 01372 832257

SMS (text only): 07527 182861. (This service is for the deaf and hard of hearing only. Please start your text with the words 'care home survey')

VRS: [Sign Language Video Relay Service](https://www.surreycc.gov.uk/council-and-democracy/contact-us/british-sign-language) (https://www.surreycc.gov.uk/council-and-democracy/contact-us/british-sign-language)

Textphone (via Text Relay): 18001 0300 200 1005

Post: ASC Service Delivery, Surrey County Council, Fairmount House, Bull Hill, Leatherhead, Surrey, KT22 7AH

Alternatively, if you would like support from an independent source, please contact Healthwatch Surrey.

Telephone: 0303 303 0023

SMS (text only): 07592 787533

Email: [enquiries@healthwatchesurrey.co.uk](mailto:enquiries@healthwatchesurrey.co.uk)

Post: Freepost RSYX-ETRE-CXBY, Healthwatch Surrey GF21, Astolat, Coniers Way, Burpham, Guildford, Surrey, GU4 7HL

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## **ANNEX 2 List of people consulted**

**The following people / organisations were consulted about the proposal to close Arundel House Residential Care Home:**

### **External**

People who live in Arundel House and on the Arundel House site  
People living in the community, supported by staff from Arundel House  
Families and advocates of people supported by Arundel House

Crispin Blunt, MP

Reigate and Banstead Borough Councillors for Banstead Village  
Reigate and Banstead Borough Council

Action for Carers

Age UK

Alzheimer's Society

Banstead MENCAP

Care Quality Commission

Catalyst Support

CEO Epsom and St Helier NHS Trust

Church of England Guildford

First Community Health

Healthwatch

Learning Disability and Autism Partnership Board

Local GPs

Local Valuing People Group

NHS East Clinical Commissioning Group

NHS Surrey Heartlands (integrated care system executive meeting members, including acute hospital leads)

Residents of Surrey (Surrey Says)

Sight for Surrey

South-East Coast Ambulance Service

Surrey Care Association

Surrey Choices

Surrey Coalition of Disabled People

Surrey and Borders Partnership NHS Foundation Trust

Surrey Independent Living Charity

Surrey Minority Ethnic Forum

Unison and GMB

### **SCC Members**

Cllr Tim Oliver, Leader of Council

Cllr Mark Nuti, Cabinet Member of Adults and Health

Cllr Luke Bennett, Divisional Member

All SCC councillors

### **Officers**

Joanna Killian, Chief Executive

Arundel House staff

Other Directorate lead managers (HR, Comms, Legal and Land & Property)

Managers of in-house Learning Disability Services

ASC Senior Leadership Team

ASC Service Delivery Senior Team

ASC Senior Managers/Operational Management Group

ASC Learning Disability and Autism Team

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SURREY  
COUNTY COUNCIL

# Annex 3

## Consultation on the closure of Arundel House Residential Care Home run by Surrey County Council

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**The consultation methodology  
and summary of the consultation  
feedback April 2023**

# 1. Background to the consultation

A consultation was launched to capture people's views on the proposal to close Arundel House Residential Care Home and other services run from the Arundel site. These services are run by Surrey County Council.

## 2. Methodology

The public consultation ran from 24 January 2023 to 18 April 2023. People living on and supported from the Arundel House site, families, carers, staff, partners, stakeholders and Surrey residents had the opportunity to give their views.

The methods of collecting views included:

- An on-line survey on Surrey Says, which invited respondents to select from tick boxes as well as having the opportunity to complete a free text box.
- Paper surveys in easy read format, which were available to anyone requesting them and were distributed to everyone receiving a service from Arundel House.
- Group and one-to-one meetings, which were held with people living in Arundel House and on the Arundel House site.
- Eight meetings with families, which took place by phone and in person.
- A meeting of three families with the Cabinet Member for Adults and Health.
- Two staff meetings, which were held when the consultation started, attended by 27 staff.
- 11 staff met on a one-to-one basis with the Senior Manager and HR Business Partner.
- Meetings with Union representatives and the Care Quality Commission to update them about the consultation.
- Sending an email about the consultation to all County Councillors.
- Sending emails about the consultation to stakeholders including health partners, the local district council, local Member of Parliament and Healthwatch.
- Receiving email correspondence relating to the consultation.

Issues and feedback raised through the consultation are included in this document.

All comments from individuals have been anonymised to protect the identity of individuals and their families.

## 3. Summary of responses to the consultation

*Note: It was possible to respond on more than one occasion and by using different methods of communication. Members of organisations were also able to respond as individuals. The data presented reflects the number of responses, not the number of individuals responding.*

### 3.1 Surrey Says / Paper surveys

A total of 59 responses to the survey were received.

43 responses were received through the Surrey Says online system and 16 easy read paper surveys were received. There were also seven emails received about the consultation.

### 3.1.1 About the respondents

The largest groups of respondents were people supported at or from the Arundel House site (32%), staff (32%) and families / carers (15%). Further information relating to the demographics of respondents is included at Annex A.

### 3.1.2 Respondents' understanding of why SCC proposed the closure of Arundel House

From the 59 Surrey Says and hard copy surveys completed regarding the understanding of why the consultation was taking place:

- 34 understood (58%)
- 20 didn't understand (34%)
- 4 didn't know (7%)
- 1 didn't answer

### 3.1.3 Respondents' response to the proposal to close the service

From the 59 Surrey Says and hard copy surveys completed regarding agreement with the proposal to close Arundel House:

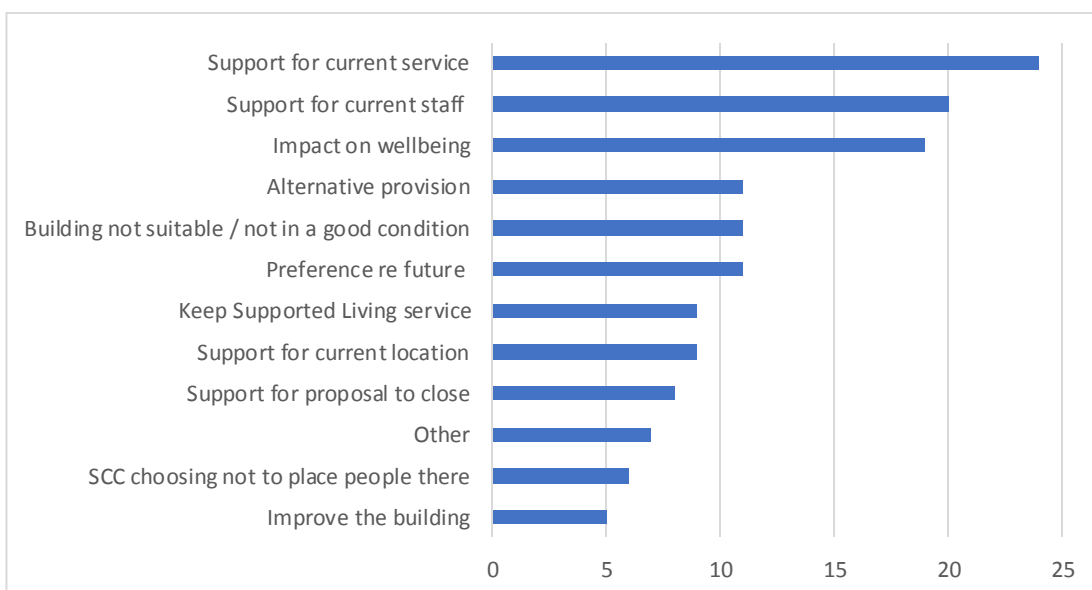
- 20 agreed (34%)
- 32 disagreed (54%)
- 5 didn't know (8%)
- 2 didn't answer

### 3.1.4 Respondents' comments about the proposal to close the service

The comments received in response to this question have been reviewed and have been categorised. Many of the comments received covered multiple points so have multiple categories assigned. All responses received on Surrey Says and in hard copy surveys are included in Annex B.

### 3.1.5 Feedback themes

The themes from the comments and the number of times they were referenced are shown in the chart below.



There were:

- 24 comments related to support for the current service which included comments about how some people have lived at Arundel House or been supported by the service for a long time, so feel very familiar and settled.
- 20 comments that praised the staff at Arundel House and included comments about how the staff team has generally been stable, provided good support for individuals and developed good and trusting relationships with the people they support.
- 19 comments that suggested the closure and relocation would affect the people, who have lived together for a while and would have a detrimental impact on their wellbeing.
- 11 comments about alternative provision and some expressed concern about alternatives available in the local area with a further 9 comments highlighting that the current location is close to facilities in Banstead and has good transport links. The individuals living at Arundel House attend activities locally and have developed networks. It is also close to family for some people.
- 11 comments about the building not being in a good condition and no longer being suitable with a further 5 comments suggesting that some minor adaptations could be made to improve the environment rather than a complete refurbishment.
- 11 comments about preferences for the future if the decision is made to close Arundel House and to ensure that people and their families would have an opportunity to express their wishes and say what is important to them such as maintaining friendship groups.
- 9 comments about keeping the supported living provision even if the decision to close Arundel House is taken.
- Some comments made in support for the proposal to close, but also others suggesting that SCC had chosen not to place people at Arundel House although there had been some interest and enquiries made.

## Annex A Demographics of respondents

<b>Sex</b>	<b>Number</b>	<b>Percentage</b>
Male	19	32.20%
Female	32	54.24%
Prefer not to say	8	13.56%
Not Answered	0	0.00%
<b>Is your gender identity the same as the one you were assigned at birth?</b>	<b>Number</b>	<b>Percentage</b>
Yes	51	86.44%
No	0	0.00%
Prefer not to say	8	13.56%
Not Answered	0	0.00%
<b>Ethnic Group</b>	<b>Number</b>	<b>Percentage</b>
White - British, English, Northern Irish, Scottish or Welsh	42	71.19%
Others who declared a different ethnic group or preferred not to say	17	28.81%
Not Answered	0	0.00%
<b>Do you consider yourself to have a disability?</b>	<b>Number</b>	<b>Percentage</b>
Yes	15	25.42%
No	32	54.24%
Prefer not to say	11	18.64%
Not Answered	1	1.69%
<b>Age</b>	<b>Number</b>	<b>Percentage</b>
Under 65	37	62.71%
65-84	20	33.89%
85+	1	1.69%
Prefer not to say	1	1.69%
Not Answered	0	0.00%

## Annex B Surrey Says / Paper survey responses received

NB Generally these comments are presented as received and the content and spelling have not been changed. However, to preserve confidentiality where names have been included these have been replaced by an X and where statements have been included which may identify an individual or individuals the statement has been replaced with (-).

### Is there anything else you want to tell us about the proposal to close Arundel House residential care home?

The proposal to close Arundel House will significantly affect some residents well being. It follows the Bentley closure which was a 'fait accompli' masquerading as a consultation. Early options for residents must be provided.

My one and only concern is that my daughter X if the care home closes is that she and X (-) is housed within their catchment area with all the right help, and that I'm informed on a regular basis as to the decisions that are made with her.

Regards  
X.

With the right support Arundel could be the perfect hub for all the local people with disabilities. With the closure of Bentley there is no large hub, Arundel would be a perfect hub. My daughter has been at Arundel for (-)years and has thrived. Arundel is on a very expensive piece of land so I understand why the council wants to sell, but it is home to the people who live there. Please don't close Arundel.

My name is X and I have been supported by Arundel House staff for over (-) years ever since I lost both of my Parents. I am really worried and anxious about the prospect of Arundel House closing down, as it would mean that I would lose the staff that support me! (-)

At least, with the staff that support me, I feel far less anxious, than I would be, if I have to deal with a whole new group, as I really hate having to meet new people and situations!

Consider changing use of the building rather than simply selling off the sliver - Supported living for the emerging PD client group

No close. I want to live with X.

I think it is a good idea to close close down Arundel home as it is a very old home and not in a very good conditon as well well and when it does close down I would like to know a decision soon because I have autism and I suffer from anxiety and depression and my anxiety and stress levels are bad now anyway because I need to know a decision soon soon. I also would like to live with X as well in the same house together. I would prefer same support worker if possible.

When consulting with the residents and families ensure they both get a voice especially around staying intouch ( if they desire ) with the present cohort An up to date needs assessment looking at needs now and future That they are allowed to continue with day activitoes and the local community to ensure continuity Also for those in the community will this service continue for them too If no relatives and limited communication then funding for avocacy Also in your plans will there be short breaks accomidation for those people at home and there is a crisis

I am happy at Arundel and do not want to move

'A home for life' is what I was told when (-) moved into Arundel, (-) years ago!! Who are going to know them better than the dedicated staff that take care of them day in and day out (-), not to mention other residents who have no family at all. The staff are an extension to our family, they know all the residents inside out, every need, gesture and wish. Most of the residents, (-) would not be able to make an informed choice on such a proposal. I understand the building is old, and facilities are not State of the Art, but STILL the care is second to none, and in my option, is functioning adequately. I'm aware it is not a nursing home for those that may need that at some point, but even we, who buy our own homes have the choice to reside in a safe and familiar environment to the end of our days, if desired, or until we may need more expert medical care in a hospital, or the like.....I understand why the proposal has come about, but please, can't somehow money be found to renovate, modernise, re-equip, refurbish, upgrade, bring into the twenty-first century, WHATEVER IT NEEDS, to keep our families in their homes.

<p>I know many of the residents of Arundel House from my role (-) They are a community of people who have lived together for many years and splitting them up from their friends would be detrimental to their welfare.</p>
<p>I do not accept that the accomodation is inadequate . The reason people are not placed to live there is entirely in the hands of the County Council thenms elves and they are chosing not to place people there . The location is convenient for the facilities of Banstead . There are many people with learning disabilities still needing places to live and to reduce provision by closing Arundel is entirely the wrong move</p>
<p>Me I leave in Arundel House (-) years ago. I moved their when I was (-) and I'm (-) years. (-) I'm happy the same staff to support, due I put all my trust in them. I can explained all my views and complain. Also they look after my house due I d'ont have any one next of skin. I will prefer the same staff of supporting living keep support me. I d'ont open door for any stranger. If case these staff is not coming I will declined any support and I will not open the door of them.</p>
<p>I think the care and support is good within the service but the environment is not suitable to meet needs of people with learning disabilities today. As a commissioner individuals and their families feedback that they like smaller services, ensuite facilities</p>
<p>I am an Outreach support worker using Arundel house only as a base. I understand the need for the closure of Arundel house but cannot see the need for our clients not residing in Arundel house to have their care regimes probably outsourced to the lowest cost provider. Our overheads to Surrey Council are minimal as we work from home and provide our own transport, just mileage being paid. I suggest the above points have not been fully recognised by Surrey Council.</p>
<p>TOO MANY INHOUSE SERVICES CLOSED AND RELIENT THEN ON OTHER AGENCIES TO PROVIDE A COMMISIONED SERVICE. THE SUPPORTED LIVING PART OF SERVICE COULD BE CONTINUED, EVEN IF RESIDENTIAL PART DID CLOSE.</p>
<p>X signed "sad"</p>
<p>The proposal is in bad timing considering the situation as we are all in this cost of living crisis.</p>
<p>The staff and assisted home living team who I believe are based out of Arundel House are integral to the well being of those being looked after whether it be in their own homes or at the care home.</p>
<p>I d'ont have any idea. But at Arundel House I leave their (-) years. I feel safe and I know the place. If I need to go out and coming late I informed the staff so they are aware of my absent. I got easy connection of the transport. I'm used to this place. Also my family leave locally. Me and (-) leave together in the house. If in case we are moving I have to keep the same service such as same staff who supported me.</p>
<p>It would be sad to lose this accommodation, so near to many facilities. It would surely be cheaper to adapt what is "out of date" in the accommodation than all the replacing and uprooting of residents that will be necessary. It was ideal, too, to have another house where clients could learn to live independently, but within easy reach of support if required.</p>
<p>Arundel House presently largely meet the needs of those who live there and the cost in terms of emotional damage to the residents is likey to be significant. This can be well exampled following the closure of Bentley and the consequential damage caused to those who used the facility, some for as long as 50 years. I cannot overstate the likely emotional disturbance caused by the closure to Arundel. It is imperative that suitable and appropriate homes are found for all Arundel resdients prior to any leaving.</p> <p>The economics of Arundel do not add up at present as the facility appears to be left to run down and no respite places are being taken up.. why? Residents are familiar with the area and they have their friends and relatives nearby in most cases. I dread having to manage the fall out from any decisiin to close Arundel. The county councillor in charge of the decision making committee should face the relatives of those usung Arundel in aninfmral meeting to better understand the difficulies a closure would bring and to share detaiks of what is available in the Banstead. My preliminary enquiries have shown there is presently nothing. This should be rectified before is made to close Arundel.</p>
<p>Residents home for over 30 years still good care given</p>
<p>Care commission standards pass as goog ? Why close</p>
<p>I am looking forward to meeting new friends in the new home.</p>
<p>Arundel house provides excellent care for people who need residential care home and respite care. The staff are excellent in providing their complex needs. It would be heartless and cruel to move these special people who regard this place as a safe haven and home. They have become institutionalised</p>

and moving them will cause great distress to their mental and physical health. My understanding is that requests for places are being received by Arundel House staff but they have been told to decline these requests. It therefore appears your consultation document is inaccurate. We all know that care in the community is totally inadequate.

I am not happy with the idea to close Arundel House

Cqc graded good home and service

Closing AH is not in the residents' best interest. AH has been a home for some residents for 40 years and who have grown into a family-like community. A relocation will be a big shock for them which is likely to have an impact on their physical and mental wellbeing. Many of them will not be able to comprehend the concept of closure and relocation. We are unable to obtain and consider their views. They are the most important people in this situation and their best interest has to be treated as a matter of priority.

Closing AH is an extreme scenario and should be considered as the very last resort which I do not think has arisen. Whilst Arundel House requires an investment of £1.3M over the next year, the current state of the building is not unsuitable for living or beyond economic repair. The investment figure is so high because there were no major repairs carried out over the previous 10 years. There is no reason why AH cannot be refurbished in order to accommodate for SCC's new supported living practices. Refurbishment costs are likely to cost less than redundancies and relocations and supporting professional fees.

There should be further options under consideration. Currently, the only two options being considered are whether to close AH or not. A further option would be whether to consider repair/refurbishments which would keep AH open, similarly to other SCC houses such as Rodney House or Langdown House.

AH has highly trained, loyal and experienced staff members with long tenures (10-20 years). Beyond anything it is also unfair to release them into unemployment considering existing market conditions. A possible solution would include retaining staff members and relocating them to the new home in Cobham.

I think it's stupid. I'm concerned about the people living there, and the staff. Where are they going to go?

It is important for most people that their new homes are in the Banstead area.

I can see using the information you have supplied that closing Arundel might seem a logical solution to Surrey County Council. Of course, this decision is being made on the basis of the information supplied by you in which I have no way of substantiating.

I work in the Arundel supported living team and have done for (-) years. I cannot see any business case for the closure of this service, in fact you state that this is your preferred business model going forward. If this is the case, why has this been included in the closure? As the Arundel supported living service personnel are based from home I do not see the connection with Arundel house except in the case of managing the service. As has been the case in the past management of this service has moved over time without affecting the staff or the people we support in the community. As costs for support are still having to be paid, why cannot as in the past the service be managed from another hub. Mallow Crescent would be an example. As you can understand the overheads for this would be relatively small and the costs covered by the direct payments that would have to be paid out to third parties anyway.

I don't understand the reasoning behind your decision to include Arundel supported living without doing an individual analysis and providing a business case on this service closure.

reprovision in line with the changing population for complex young adults - please talk with your health colleagues

The Staff Team support our son X in his home in the local community. It is unclear from the information provided why the Outreach Services provided by the Staff Team cannot continue to be provided from another location if Arundel House has to close; as Outreach Staff who support X have moved offices before in the past but continued to support X. It has taken years for X to build



confidence and trust for the Staff Team he works with and closure of the Outreach service will have a significant negative impact on X's wellbeing/health.

As an employee, I believe that the decision to close is the right decision. Our residents are all getting older and their needs are changing. The building is old and needs updating and it would cost too much to do so. We have too few residents and it is not cost effective to run. We need to move with the times and each resident should have their own en-suite for privacy, comfort and infection control purposes.

X said "Where am I going to live"

The building is not suited to today's expectations despite the efforts of staff to make it less institutional. In addition the preferred approach is now supported living rather than care homes and this building is not conducive to converting into people's own homes.

Comments for both (1) Arundel House, and (2) Arundel Supported Living

I have been told that Arundel House should close because it is not fit for purpose – that it is institutional because it has corridors with rooms coming off (as does Buckingham Palace and my Great Aunt's large bungalow), and the bedrooms aren't en suite. It also has steps – 2 x 2 steps plus a staircase to three upstairs bedrooms. The upstairs suite of three bedrooms has two bathrooms, a kitchen, plus large dining room/lounge. (-) – in fact using the stairs is good exercise – and anyway, a stair lift could be installed if necessary for future residents. A ramp could be installed on one set of 2 steps if access to the hazmat cupboard was through a door in the small office rather than its current door from the corridor; similarly a ramp could be installed where the other two steps are situated.

We have been told that social services don't want to use Arundel House because of its outdated layout, but I was present when one person called a month ago to ask if we had any spaces. They were told no because we were in consultation to be closed. That was one call that I happened to overhear. There have undoubtedly been numerous enquiries over the recent years, all told "we're not taking in any more residents".

All the residents have been living in Arundel House for a long time, some for over 40 years. They don't care that there are corridors, Arundel House is their home and they love it. They are all used to knowing where their own bedrooms are, where the bathrooms are and the dining areas/lounges, also the areas where activities take place. They don't care about en suite bathrooms.

The residents are likely to be moved to a completely different area meaning they would not be able to access their regular day centres either, where they see their friends and other familiar staff.

I don't think it has been adequately explained or emphasised to the residents that they will lose their home, their familiar staff who often support them with extremely personal care, lose the residents they share a house with, their day centres, their GPs, their dentists, their podiatrists – everything and everyone.

Moving onto Supported Living, of which I am a staff team member, I am at a loss as to why we need to close as well. We just happen to use an office inside Arundel House – if there hadn't been space for us within Arundel House we would be working out of a different site. There obviously needs to be some sort of (minimum) hierarchy, but we are quite self-sufficient and very adaptable, as proved with the appointment of various Managers and ATMs over recent years.

It is widely known that Surrey is wanting to go down the route of Supported Living, yet the team with most experience is under threat of closure. That makes no sense at all. The staff at Arundel Supported Living have all been with the team for many years, and our 11 Service Users are very used to us, to us understanding them and their personalities, their likes and dislikes, their phobias, fears. I am concerned that at least one service user may show their unhappiness and feeling of abandonment by lashing out. They could then be labelled aggressive when that isn't their true personality, they are being forced – unnecessarily as I said before – by being put in this position without choice or consent. None of them like any changes at all, so to change their support staff unnecessarily is inhuman and cruel. Where is their choice in the matter?

For our Service Users who live in Surrey owned houses, but have not been able to help to guide or

support them with running a home. They don't see or pay any utility bills, so see nothing wrong or financial consequences of keeping the heating on, windows open, using the tumble dryer, constant loads of washing. Being supported living, our Service Users are not supported 24/7 or even anywhere near that but, when we do see such wastage, we constantly advise them of the reasons why they should not be using electricity or gas in this way. It is not only an environmental problem, but also that someone has to pay for it. I have advised Surrey of this anomaly before, but I feel very strongly that we could soon be putting these particular Service Users out into the community into different accommodation, possibly not in the same area, with unfamiliar staff – and we have not even given them the tools to understand financial flow, budgeting, easy ways to save money. We have tried, but it has fallen on deaf ears because it doesn't affect them at all.

Surrey has not emphasised to the ASL Service Users that they will have completely new staff, who do not know them, their likes/dislikes/quirks/fears. How they like to be helped to bathe, shower, have creams applied. What their different expressions or subtle gestures might mean and how errors in these areas could cause an aggressive reaction which would not be the fault of the Service Users. To expect a completely new team(s) to absorb this information immediately is unreasonable. Any reaction would be put down to being the fault of the Service User when it isn't, it is the fault of Surrey Council.

Our Service Users will suffer as individuals, but be treated as a category – as no longer being of relevance. They will feel crushed, defeated and deserted instead of feeling valued, important, and respected.

For our Service Users, continuity with staff is very important because in most cases staff are the people the Service Users see most, whom they can trust and rely on. We give gentle guided support, using trust gained over a long period of time, to improve social skills and interaction, boost self confidence and give unconditional support. I have had experience of other social companies, but none compare with the team at Arundel Supported Living, who go above and beyond the call of duty. Which other company will provide this? Again, because Surrey is going down the Supported Living route, why is there even a consideration of closing us?

Where is Surrey's duty of care to the ASL's Service Users? Where is their Person Centred Support?

The 5 Principles of the Mental Capacity Act are:

1. A presumption of capacity: every adult has the right to make his or her own decisions and must be assumed to have capacity to do so unless proved otherwise.
2. Individuals being supported to make their own decisions
3. Unwise decisions: people have the right not to be treated as lacking capacity merely because they make a decision that others deem "unwise". Everyone has their own values, beliefs and preferences which may not be the same as those of other people.
4. Best interests: anything done for or on behalf of a person who lacks mental capacity must be done in their best interests. (Who in Surrey decided that the Service Users of Arundel Supported Living did not have the capacity to say who they would like to support them?)
5. Less restrictive option: Someone making a decision or acting on behalf of a person who lacks capacity must consider whether it is possible to decide or act in a way that would interfere less with the person's rights and freedoms of action, or whether there is a need to decide or act at all. Any intervention should be weighed up in the particular circumstances of the case. (Again, who in Surrey decided that the Service Users of Arundel Supported Living did not have the capacity to say who they would like to support them? In the case of the Arundel Supported Living service, it would be possible to decide or act in a way that would interfere less.....and no need to decide to act at all.)

Part of ASC Vision regarding People is:

- a) Are informed and able to make decisions about their lives. (Arundel Supported Living Service Users have not been given a choice – as well as not knowing who would support them in place of us, they have not been given the option that we continue to support them. Surely implying a Done Deal.)
- b) Are enabled to be active, independent and have good emotional wellbeing. (ASL go above and beyond, no other service will be so empowering for our service users – we have worked with our Service Users for over 10 years, it's taken a lot of time and effort to get to where we are that they trust us and know they can say without fear of comeback how they feel about anything and everything.)

c) Feel connected to their communities. (It is a battle to get anything up and running, and put in place – and ASL has unparalleled experience in this community.

Obviously I haven't passed any of my opinions or feelings onto the Service Users, I don't want them to be upset before they might need to be – after all, this isn't a done deal.....is it? I'm my usual sunny self, being positive and mentioning that while things might change, they will still be helped, considered and of value. But it's not how I feel in my heart. I expect any new service to be keen, enthusiastic and willing – but they don't know our people as well as we do, I very much doubt they will go the extra mile (in my experience not many other people do), and if they all go to different providers then they won't have the opportunity to mix with each other, which we facilitate on a regular basis for those who want to. We organise and staff holidays, attendance at shows, the cinema, often together, and again for those who want to.

Perhaps because we are so self-sufficient and troubleshoot any problems as they crop up, ASL has been forgotten and is thus now considered unnecessary. I believe it to be a real shame and avoidable.

One of the ladies I support in Arundel Supported Living has personal care morning and evening.

When this extra support was first put in place a few years ago, ASL was not even considered for this role even though we provide personal care to other Service Users (and we also supported the lady in question every day with other activities and tasks).

After a period of time, I learned that the SU was not happy with the support she received from X After trying to resolve the issue between the SU and X I asked the SU who she would like to support her with personal care, and she said "you". I relayed this onto my manager, who contacted the SU's social worker. The social worker came to meet with the SU in private and also asked who she would like to support her with personal care. Again, the SU said she would like ASL. This change of provider was put in place, and now runs very smoothly.

Personal care is, by its very nature, personal and intimate. The SU is very quiet and timid, she will not say when anything is wrong. It has taken us a while to get it right for her, even though she knows us and she trusts us.

I know that another SU which we support has recently had morning and evening personal care agreed, and has been given X as the provide. It therefore looks to me that, should ASL be closed, there won't be another choice of provider other than X for the lady I am referring to. Not a choice at all, in fact the opposite of choice.

Individual said "no they are not closing." Became distressed stating "I will live in Arundel."

I understand that the remaining 3 LD inhouse services are likely to merge and create one Service Delivery Supported Living Service. With this in mind, why cant those individuals receiving supported living services via Arundel, and those staff members transfer to that team?

There is a general fear that other service providers will not have the heart or go the extra mile for these individuals (like we do)

The service that Arundel offers my sister has been outstanding since she has be a resident, and I do not understand the reasoning behind closing a service that has a good score rating from the Care inspection team. It is common knowledge that retention of staff in the care industry is high however this is not the case at Arundel, another sign that the service Arundel offers is excellent with a committed staff group who care about the residents. In addition there is a high need for placements for adults with LDD needs and respite but It seems that there has been no promotion or encouragement to fill the empty spaces that Arundel has. It seems a deliberate act to reduce the residents at Arundel to create a picture that it is not cost effective to continue to keep Arundel open.

I feel the staff do excellent work and people appear to feel happy living there, sadly the building is no longer suitable. The supported living service provides consistent and very good quality care, beyond the individuals designated hours of support, with staff they have know and trusted for years. I am concerned that it will be difficult to find a similar service in the future.

I fully support the proposal to close Arundel House. Unfortunately the size, lay out and age of the building prevent the individuals that live there having the experience of living in a house or accommodation like most people. I do not believe that the institutionalised environment gives them

autonomy of having 'their own front door' and feeling like they get to make life and daily decisions about what happens in their home.

If the decision is made to close Arundel House it is essential that the individuals that live there are supported to express their wishes about future choices and are able to have the opportunity to live with the people that have formed firm attachments.

Whilst the closure would be a major change and involve huge adjustments for the individuals who live at Arundel I think in the long term it will enhance their life experiences. There will be new opportunities and they will be able to increase their autonomy over what they choose to do and decisions they get to make in new environments.

Whilst there is a desire to offer more supported living services to people with learning disabilities, there will remain a need for residential care. Unfortunately Arundel is a dated building that does not appear an attractive property.

Arundel House is very much institutional in layout and appearance. The building has been developed/added to over the years and has an outdated look and feel. The council has not been invested in providing a 'homely' environment, more a functional asset that has been maintained to meet necessary standards but no more. The proposed closure will enable Surrey County Council to invest in alternative services, support people to be more independent and hopefully live in communities that are more local to them.

I love it here. I don't want to move. I live in Banstand.

My name is X and I have been supported by Arundel House staff for over (-) years ever since I lost both of my parents. I am really worried and anxious about the prospect of the closure, as it would mean that I would lose the staff that support me! (-) I don't want to have to deal with a new company of new support staff and have to get used to seeing new people, as I really hate situations like this. I need to keep a routine and not have to worry about being messed about! I really hate having to meet new people and situations! At least with the staff that support me, I feel far less anxious!

I dont thinks its fair on the people that have got use to there carers and have got really close to them and dont think its fair on the carers, my brother is at one of your homes and he dosnt like change.

Risk No.	Description of Risk	Type - Strategic, Operational, People, Financial, Infrastructure	Negative Consequences	Pre-Mitigation Assessment			Mitigating Actions / Controls	Controlled			Last Review Date	Risk Owner	Status
				Impact	Likelihood	Risk Rating		Impact	Likelihood	Risk Rating			
1	Property: significant investment of £1.5 million as of May 2023 is required to the fabric and mechanical and electrical systems over the next 10 years to bring the property up to suitable living standards and be fit for purpose. Without the required improvements and investment the property will decline further with increased risk of failures and this could lead to hazards and health risks for residents.	Infrastructure	<ul style="list-style-type: none"> <li>-SCC strategic direction to move to more appropriate accommodation would be compromised</li> <li>-Buildings become unsafe for residents and they may need to move out earlier than planned</li> <li>-Breakdown of equipment</li> </ul>	5	3	15	<ul style="list-style-type: none"> <li>-Monthly meetings between Land &amp; Property and Service Delivery</li> <li>-Land &amp; Property will respond to any immediate H&amp;S risks while there are residents in the building</li> <li>-The building compliance and servicing regime is in place</li> </ul>	4	1	4	03/05/2023	Land & Property Lead for Adult Social Care	G
2	Quality: COC compliance is not maintained as loss of staff means services are unable to maintain safe staffing levels and staff focus on their personal situation rather than care provision.	Operational	<ul style="list-style-type: none"> <li>-Cost impact of staffing turnover, use of agencies and lack of staff who know the residents well</li> <li>-National staff shortages in social care</li> <li>-Potential negative 'press' and resulting loss of reputation and trust</li> </ul>	5	3	15	<ul style="list-style-type: none"> <li>-Review COC standards evidence</li> <li>-Engage with COC during the process</li> <li>-Active monitoring of service and staffing numbers</li> <li>-Regular SCC Senior Manager and QA Manager visits to the service and available for discussion</li> <li>-Quality Assurance audits as required</li> </ul>	4	2	8	03/05/2023	Senior Manager	G
3	Operations: negative impact of the service change on the health and wellbeing of people who use services because of uncertainty amongst them and their carers.	Operational	<ul style="list-style-type: none"> <li>-Uncertainty impacts the behaviours of residents</li> <li>-Families, carers, friends and staff intentionally or unintentionally transfer their anxieties onto residents</li> <li>-Staff do not plan for, recognise, and/or react to changes in people's behaviours</li> <li>-Stress and anxiety felt by individuals and their families</li> <li>-Wellbeing of individuals affected</li> <li>-Potential negative 'press' and resulting loss of reputation and trust</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>-Person centred approach at heart of all conversations</li> <li>-Dedicated Social Workers for the project</li> <li>-Commissioner works to good practice and monitors the impact of the change through regular project meetings</li> <li>-Work closely with individuals, families and carers throughout the process</li> <li>-Keep people informed as new or different opportunities arise</li> <li>-Care needs assessments identify potential outcomes for each individual</li> <li>-Monitor activity - actions reviewed on a regular basis with key workers</li> <li>-Actively update and involve current carers in assessment process</li> <li>-Regular conversations to ensure any signs of negative impacts on individuals are identified early</li> <li>-Assure practice is thorough and documentation complete, highlighting the journey experienced by each individual with the aim of identifying what an improved outcome may look like</li> </ul>	3	3	9	03/05/2023	Senior Manager	G
4	Communication: lack of clarity for staff and stakeholders as communications are confused and not given in a timely way.	People	<ul style="list-style-type: none"> <li>-A person centred approach is not maintained</li> <li>-Quality of outcome is compromised</li> <li>-Mixed messages and confusion between all parties</li> <li>-Staff and resident wellbeing affected</li> </ul>	5	4	20	<ul style="list-style-type: none"> <li>-Development of stakeholder engagement plan</li> <li>-Meetings with families at an early stage</li> <li>-Service responds promptly to requests for meetings</li> <li>-Regular meetings between Service Delivery staff, commissioners and Learning Disability &amp; Autism Team to address issues promptly</li> <li>-Regular updates provided to staff and stakeholders</li> </ul>	4	2	8	03/05/2023	Senior Manager	G
5	Workforce: loss of staff before service change compromises ability to continue to provide care because of increased staff vacancies, pressure on remaining staff, unclear communication about the impact on the workforce.	People	<ul style="list-style-type: none"> <li>-Potential service disruption / reduced quality of service</li> <li>-Increased staff sickness and absence</li> <li>-People choose to move to alternative employment</li> <li>-Additional agency and bank staff employed</li> <li>-Risk of breakdown in communication if no strong shift leader in place</li> <li>-Staff training lapses</li> </ul>	5	4	20	<ul style="list-style-type: none"> <li>-Majority of staff are committed to supporting residents</li> <li>-Daily review of staffing requirements against the care and support needs of residents</li> <li>-Shifts covered by bank staff or staff employed at other in-house care services</li> <li>-Ongoing timely comms to keep staff, managers and stakeholders updated</li> <li>-Wellbeing support made available</li> <li>-SCC Senior Manager for PLD Services available for discussion</li> <li>-Ongoing discussion with SCC unions</li> <li>-Reemployment and training opportunities for staff</li> <li>-Support from Area Support Manager from GP services who has experience of PLD services</li> </ul>	4	2	8	03/05/2023	Senior Manager	G
6	Operations: unable to source suitable alternative provision	Operational	<ul style="list-style-type: none"> <li>-Lack of alternative provision within the local area identified at point of consultation raises anxiety</li> <li>-Care providers do not provide services to meet assessed care needs of residents</li> <li>-Competing demand for limited services</li> <li>-Competition for resources may impact on cost of care or increase length of time taken to support moves and decommissioning of Arundel</li> <li>-Potential negative 'press', loss of reputation and trust</li> </ul>	5	3	15	<ul style="list-style-type: none"> <li>-Residents continue to live at Arundel until appropriate alternative care is found</li> <li>-Senior Commissioning Manager to identify alternative services in the area</li> <li>-Discussion with market to develop options as care and support needs are established</li> </ul>	4	3	12	03/05/2023	Learning Disability & Autism Team Manager, Lead Commissioner	A
7	Timing: there is insufficient resource to support the implementation of the project because of other priorities for the project group and a lack of available staff in the LD & A Moving on Team to support reassessments.	Operational	<ul style="list-style-type: none"> <li>-People's expectations may not be managed</li> <li>-Opportunities may be missed</li> <li>-People are not supported to understand the need to move to a new home that can better meet their needs and aspirations</li> <li>-High number of residents request an early move</li> </ul>	5	3	15	<ul style="list-style-type: none"> <li>-Dedicated social workers for the project</li> <li>-Monitoring at weekly project meetings</li> <li>-Ongoing timely comms with the LD &amp; A Moving on Team and managers to help manage workload</li> <li>-Work alongside the LD &amp; A Moving on Team to forward plan</li> <li>-Dedicated staff allocated by the LD &amp; A Moving on Team</li> <li>-Escalate issues if required</li> </ul>	4	2	8	03/05/2023	Learning Disability & Autism Team Manager	G
8	Covid-19: the pandemic and potential outbreak in the home leads to delays because of infection rates amongst residents and staff.	Operational	<ul style="list-style-type: none"> <li>-Delays to project</li> <li>-Restrictions on movement</li> <li>-Visits cannot take place, which delays assessments, potential moves</li> <li>-Infected keyworkers are unable to support with moves</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>-Staff and residents have been vaccinated</li> <li>-Follow risk assessments to minimise risks</li> <li>-Undertake preparatory work, so plans can progress as soon as restrictions are lifted</li> <li>-Use technology to facilitate meetings and discussions with families and staff</li> </ul>	4	2	8	03/05/2023	Senior Manager / Learning Disability & Autism Team Manager	G
9	Stakeholder feedback: potential increase of concerns from families or people using services about the service closure leads to delays.	People	<ul style="list-style-type: none"> <li>-Resident wellbeing affected</li> <li>-Timescales are extended</li> <li>-Anxiety amongst staff</li> <li>-Increased staff sickness and absence</li> <li>-Potential service disruption / reduced quality of service</li> <li>-Potential negative 'press' and resulting loss of reputation and trust</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>-SCC has previous experience of moving individuals to more suitable accommodation, so can reassure families</li> <li>-Friendship groups will be considered as part of the assessments</li> <li>-Individuals in supported living may be able to apply for additional benefits</li> <li>-Ensure communications are clear for all stakeholders about what the change will mean for all involved</li> </ul>	3	3	9	03/05/2023	Senior Manager	G

**High** Risk Ratings between 16 - 25 (high): Major risks that require immediate attention.  
**Medium** Risk Ratings between 12 - 15 (medium): Significant risks to be monitored.  
**Low** Risk Ratings below 12 (low): To be monitored.

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# Closure of Arundel House in-house service for people with learning disabilities

Did you use the EIA Screening Tool?

No

## 1. Explaining the matter being assessed

Is this a:

- Change to a service or function

**Summarise the strategy, policy, service(s), or function(s) being assessed. Describe current status followed by any changes that stakeholders would experience.**

Liz Bruce, Joint Executive Director of Adult Social Care & Joint Commissioning, has taken the decision under delegated authority to consult on the closure of Arundel House residential care home in Banstead and all services provided from the site. Arundel House is owned and run by Surrey County Council (SCC).

Following the consultation, a report has been compiled using anonymous feedback from the consultation which will be presented to the Cabinet of SCC. The Cabinet will review the report and make a final decision about the future of Arundel House and the services provided from the site.

Arundel House has the capacity to provide accommodation and personal care for up to 18 people with learning disabilities. There are two supported living facilities on the site, which have the capacity to support five people and are linked to the main building. Support to people in the community is also provided from a base on the site.

There are nine people currently living in the residential service, three in supported living on the site and eight people supported in their own homes in the community. There are 39 members of staff working at Arundel House. If closure is agreed, social care practitioners will work with individuals living on the site, their families and carers to move them to alternative accommodation and with those in the community to transfer their support to other local providers.

Arundel House operates effectively with highly trained staff, but continuing to provide the service as it is, presents challenges. The setting is no longer able to fully respond to the needs and expectations of people with learning disabilities and their families. It does not fit with the Council's strategic aim to support people to move from residential care to supported independent living and is not the type of provision we would build now. Adult Social Care want to support people to have more choice and independence. SCC commissioners are supporting this approach by not choosing to place people at Arundel House, which is large and institutional.

## ANNEX 5 Equality Impact Assessment

As the people living at Arundel House get older, it is likely that their needs will increase, and the environment may no longer be suitable because more space is needed for equipment to support them or because their needs cannot be accommodated at Arundel House. They may need to move to a different service.

If current occupancy decreases further and new placements are not being made the service will not be sustainable and the building will be too large for the number of people living there. Substantial investment is required for ongoing maintenance over the next ten years and major repairs to the buildings may become increasingly critical. We need to make plans about the future and consider what we do now in a planned way rather than in a crisis or emergency situation should any of the infrastructure of the building fail.

People impacted by this proposal are:

- People who use the services
- Families and carers
- Staff working in and supporting the service
- Wider SCC staff – e.g. Learning Disability and Autism service, Commissioning, Land & Property, HR etc.
- Local stakeholders
- Partners
- The local community

**How does your service proposal support the outcomes in [the Community Vision for Surrey 2030](#)?**

- 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.
- Everyone has a place they can call home, with appropriate housing for all.

**Are there any specific geographies in Surrey where this will make an impact?**

- Reigate and Banstead

### Assessment team

SCC:

Chris Hastings: Area Director – Service Delivery (Head of Service / CQC Nominated Individual)

Sally Dickens: Senior Manager, PLD Services (Senior Manager of Service)

Ruth Pellatt: Registered Manager, Arundel House (Manager of Service, left May 2023)

Mary Hendrick: Senior Commissioning Manager (Specialist)

Paul Cooper: Team Manager, Learning Disabilities and Autism Team (Specialist)

Deborah Chantler: Assistant Director - Legal Services, Adults and Place (Specialist)

Rebecca Pettit: Strategy Portfolio Manager, Land & Property (Specialist)

Laura Downton: Account Manager – Adult Social Care and Public Health, Communications & Engagement (Specialist)



# ANNEX 5 Equality Impact Assessment

Chloe Stokes: People Business Partner, People & Change (Specialist)

Suzi Pressey: Business Support Manager, Service Delivery (Project Manager)

## 2. Service Users / Residents

### Who may be affected by this activity?

There are 9 protected characteristics (Equality Act 2010) 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

Though not included in the Equality Act 2010, Surrey County Council recognises that there are other vulnerable groups which significantly contribute to inequality across the county and therefore they should also be considered within EIAs. If relevant, you will need to include information on the following vulnerable groups (Please **refer to the EIA guidance** if you are unclear as to what this is).

- Members/Ex members of armed forces
- Adult and young carers\*
- Those experiencing digital exclusion\*
- Those experiencing domestic abuse\*
- Those with education/training (literacy) needs
- Those experiencing homelessness\*
- Looked after children/Care leavers\*
- Those living in rural/urban areas
- Those experiencing socioeconomic disadvantage\*
- Out of work young people)\*
- Adults with learning disabilities and/or autism\*
- People with drug or alcohol use issues\*
- People on probation
- People in prison
- Migrants, refugees, asylum seekers
- Sex workers
- Children with Special educational needs and disabilities\*
- Adults with long term health conditions, disabilities (including SMI) and/or sensory impairment(s)\*
- Older People in care homes\*
- Gypsy, Roma and Traveller communities\*
- Other (describe below)

(\*as identified in the Surrey COVID Community Impact Assessment and the Surrey Health and Well-being Strategy)

# Equality Impact Assessment

## AGE

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

Information from the SCC Adult Social Care database LAS (April 2023) indicates that, based on Primary Client Category or Primary Support Reason, there are 4,338 adults with a learning disability and/or autism who are supported by SCC across a range of services. Of these 536 are over 65 years of age, 282 are aged between 60 and 64, 854 are aged between 45 and 59, 1,737 are aged between 25 and 44 and 929 are aged between 18 and 24.

Information from LAS (April 2023) indicates of the people the Council supports that there are 934 adults with a learning disability and/or autism living in a registered residential care or nursing home. Of these 252 are over 65 years of age, 117 are aged between 60 and 64, 269 are aged between 45 and 59, 273 are aged between 25 and 44 and 23 are aged between 18 and 24.

LAS data (April 2023) indicates that of the people the Council supports there are currently 1,255 adults with a learning disability and/or autism living in supported living accommodation. Most of these individuals are aged 18 to 54 (891 individuals). Of these 177 are over 65 years of age, 80 are aged between 60 and 64, 282 are aged between 45 and 59, 574 are aged between 25 and 44 and 142 are aged between 18 and 24.

The age range of individuals currently being supported in Arundel House and the supported living services that operate from Arundel House spans from 30s to 70s and some have lived there for many years.

The potential positive and negative impacts of these changes for people who use services may include:

- + Individuals will have increased choice with more accommodation options available to meet their age and care needs.
- + Individuals will be able to live with age-appropriate care and support near their families and friends and as part of the wider community, thus significantly reducing the risk of social isolation.
- + Flexible care can adapt to individual needs, enabling individuals to remain in supported living as they age and their care needs change.
- Individuals of all ages may experience uncertainty and anxiety with potential changes to the current service they receive, particularly where they have lived in a service for a long time.
- Individuals of all ages may have to move to a different service to meet their changing needs because of the layout and facilities of the building, which may impact on their health and wellbeing.
- Some individuals of all ages who have lived together for a very long period may have a friendship group, which may be challenging to maintain.

# Equality Impact Assessment

**Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

The age of individuals will be an important factor that informs the choice of new services for people who are used to living together.

This will benefit all age groups, but it might be expected that older individuals might have a reduced circle of support.

Social work staff will carry out assessments to understand support needs. Support workers will continue to work with people in a person-centred way.

Robust person-centred assessments will involve carers/families and transitional plans will be developed. Individuals will be supported to move by people they know well – staff and families. Advocates will be involved where appropriate.

Individuals are assessed so that any changing needs can be identified. Social workers with experience in moving individuals would be involved in any change of home required.

Friendship groups and feedback about who people would like to live will be taken into consideration when identifying a new service for individuals.

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

## **Strengths Based Practice**

Adult Social Care has transformed how it delivers services in Surrey. It employs a 'strengths based' approach which encourages individuals to focus upon their strengths, connect to their community and live as independently as possible. This project is part of a wider Independent Living programme, which does promote a 'strengths based' approach to supporting individuals in their community, by providing them with suitable accommodation options outside of residential and institutional settings.

A person-centred approach will be undertaken to assessments. Individual needs and wishes will be captured as part of this process so any new service will reflect these requirements.

## **Asset and Place Strategy**

SCC is currently reviewing its asset and property portfolio as part of its Asset and Place Strategy. As part of this strategy council owned sites will be identified that can be developed for independent living schemes.

This will not negatively impact on this group. It will mean that in future there will be more provision to choose from.

**Any negative impacts that cannot be mitigated?**

None identified.

# Equality Impact Assessment

## DISABILITY

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

All individuals affected by this transition have a learning disability and/or autism as their primary care need however some of these individuals may also have physical and sensory disabilities or mental health problems.

LAS data from April 2023 indicates that of the 4,338 adults the Council supports whose primary support reason and / or primary client category is learning disability:

- 22 are recorded as also having a dementia diagnosis (based on Health Condition)
- 179 are recorded as also having a hearing impairment (based on Special Factor)
- 201 are recorded as also having a visual impairment (based on Special Factor)
- 41 are recorded as also having both a hearing and visual impairment (based on Special Factor)
- 146 are recorded as also having a mental health condition and/or receiving mental health support (based on a Health Condition of Mental Health or Supported by a Mental Health team)
- 278 are recorded as also having a physical disability (based on a Primary Client Category or Primary Support Reason of Adults Physical Disability)

The potential positive and negative impacts of these changes for people with a disability may include:

+ Improvements to current accommodation for people with disabilities, with more specialist facilities to support their needs where appropriate.

+ Potential to improve outcomes for people through an alternative service. Some disability related needs may be better met in a different environment.

+ Opportunity to look into all options for support provision for those living in their own homes.

+ Some individuals could benefit from moving nearer family.

+ Access to welfare benefits in supported living in relation to care needs that individuals with disabilities are not eligible for in residential care.

- Individuals with disabilities and their families may experience uncertainty and anxiety with potential changes to the current service they receive.

- People with some disabilities may struggle to adjust to their new environment.

**Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

Social work practitioners will work with individuals and their carers/families to carry out assessments and ensure that their needs and wishes are understood to enable suitable alternative provision to be identified.

# Equality Impact Assessment

Full assessments will be completed and individuals and carers/families/advocates will be consulted to ensure location and facilities of any new home fully meet individual needs.

Commissioning, social workers and the service will work with carers/families supporting both parties through the transition phase and meet with them on an individual basis, if they have any concerns.

Staff from the current service will help with the transition and there would be a review after six weeks.

The Provider support and intervention protocol will be invoked by the Learning Disabilities & Autism Team to oversee the closure.

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

10 As described under 'Age.'

## **Any negative impacts that cannot be mitigated?**

None identified.

## **RACE**

### **Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

LAS data (April 2023) indicates that of the 4,338 adults the Council supports whose primary client category or primary support reason is a learning disability, the ethnicity of most is White (87.4%). A further 3.2% are Asian, 2.7% are Mixed, 1.4% are Black and 1.6% are other ethnicities. The ethnicity of the remaining 3.7% is not known.

The potential positive and negative impacts of these changes for people who use services may include:

- Current accommodation may be based or nearby to an individual's particular ethnic community. If the new accommodation is not in the same vicinity, it may have a negative impact on their general wellbeing.
- People with English as a second language may find it more difficult to form relationships with staff and other people in a new setting.

### **Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

Social work practitioners will work with individuals and their carers/families to carry out assessments and ensure that their needs and wishes and what is important to them are understood to enable suitable alternative provision to be identified.

Full assessments will be completed and individuals and carers/families/advocates will be consulted to ensure location and facilities of any new home fully meet individual needs.

# Equality Impact Assessment

Individual communication needs will be taken into account.

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

As described under 'Age.'

**Any negative impacts that cannot be mitigated?**

None identified.

## RELIGION AND BELIEF

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

LAS data (April 2023) indicates that of the 4,338 adults the Council supports whose primary client category or primary support reason is a learning disability, the religious beliefs of most is Christian (62.4%). 17.8% have no religion or belief, 2.1% are Muslims and the remainder have other religious beliefs. The religious beliefs of 14.3% of this population are not known.

The potential positive and negative impacts of these changes for people who use services may include:

- + People are able to maintain contact with their local faith community.
- + Potential to link with new faith community close to new accommodation, particularly if this was not available previously.
- Potential impact on routines and practices if new accommodation is not near their current place of worship.

**Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

Social work practitioners will work with individuals and their carers/families to carry out assessments and ensure that their needs and wishes and what is important to them are understood to enable suitable alternative provision to be identified.

Full assessments will be completed and individuals and carers/families/advocates will be consulted to ensure location and facilities of any new home fully meet individual needs.

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

As described under 'Age.'

**Any negative impacts that cannot be mitigated?**

None identified.

# Equality Impact Assessment

## CARERS

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

LAS data (April 2023) indicates that of the 4,338 adults the Council supports whose primary client category or primary support reason is a learning disability, 2,163 (50%) are recorded as having a carer.

JSNA (LD Chapter) shows that there were 1,345 individuals over 18 who are living at home with family carers (October 2021).

JSNA (LD Chapter) People with learning disabilities are living longer. It is estimated that by 2030, there will be a 30% increase in the number of adults with learning disabilities aged 50+ using social care services, with an estimated 164% increase in adults with learning disabilities over 80 using social care.

The potential positive and negative impacts of these changes for carers may include:

+ Carers want the move to happen to empower their relatives and give them more choice and control.

+ Carers have the ability to engage in and influence where their family members move to.

- Carers may experience uncertainty and anxiety as a result of potential changes to the current services their cared for individual receives.

- Carers/families might feel that there is a requirement for more of their time and input during any transition to a new service.

-The journey to any new home may be more difficult and costly to visit making it harder for carers and family to maintain regular contact.

**Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

Social work practitioners will work with individuals and their carers/families to carry out assessments and ensure that their needs and wishes are understood to enable suitable alternative provision to be identified.

Commissioning, social workers and the service will work with carers/families supporting both parties through the transition phase and meet with them on an individual basis, if they have any concerns.

There will be clear communication with all parties.

Proximity to family and friends will be considered as part of the assessment process, including accessibility of the new home for carers/families.



# Equality Impact Assessment

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

As described under 'Age.'

**Any negative impacts that cannot be mitigated?**

None identified.

## 3. Staff

### AGE

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

Below is a breakdown of all in-house Learning Disability Services staff by age group (SAP April 2023). Numbers cannot be broken down further:

Under 30	6.8%
30-39	11.0%
40-49	27.4%
50-59	34.7%
60-69	17.8%
70+	2.3%

The potential positive and negative impacts of these changes for staff may include:

+ The Council will seek to offer re-deployment wherever possible. This may create opportunities for staff of all ages to develop new skills and to take on new roles and responsibilities.

+ There are high numbers of alternative jobs available in the Health and Social Care sector for staff of all ages.

- Older staff may find it harder to gain new employment.

- Experienced staff of all ages may find it difficult to obtain comparable terms and conditions in the independent sector.

- Older staff may find their pension is adversely impacted by re-deployment/transferring to a different employer

**Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

Ensure appropriate engagement and consultation with staff with HR and Trades Union support.

Support staff to explore alternative roles within the council.

Assist with training and skills such as CV writing, job applications and interviews.

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

# Equality Impact Assessment

The closure programme of in-house older people's residential services has removed the option for individuals to transfer to these services. There are still opportunities in reablement, other in-house learning disability services and in Children's Services for staff who wish to continue to work in a frontline care role.

## Any negative impacts that cannot be mitigated?

None identified.

## DISABILITY

### Describe here the considerations and concerns in relation to the programme/policy for the selected group.

3.2% of all in-house Learning Disability Services staff have a disability (SAP April 2023). Numbers cannot be broken down further.

The potential positive and negative impacts of these changes for staff with a disability may include:

- Changes to work location may mean that staff with disabilities find it more difficult to carry out their duties e.g. they may have to travel further.
- Alternative employment opportunities may be affected. Some people may not want to disclose they have a disability.
- Alternative employers may not be able to accommodate reasonable adjustments.

### Describe here suggested mitigations to inform the actions needed to reduce inequalities.

Support staff to redeploy within SCC at accessible locations where possible. People with a disability have priority in redeployment. Support staff with the application process, make reasonable adjustments for interviews.

Ensure individuals have the opportunity to state what support they need.

Offer confidential one to one support sessions so that all staff can be assisted on an individual basis.

Assist with training and skills such as CV writing, job applications and interviews.

Assist people to apply for 'Access to Work' for new employment.

Support shadow shifts within SCC for other roles.

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

As described under 'Age.'

# Equality Impact Assessment

## Any negative impacts that cannot be mitigated?

None identified.

## PREGNANCY & MATERNITY

### Describe here the considerations and concerns in relation to the programme/policy for the selected group.

The staff group is too small to provide data on this characteristic.

The potential positive and negative impacts of these changes for staff may include:

- + Staff on maternity leave have priority status in the redeployment process.
- The impact of the process may cause stress and anxiety during pregnancy.
- Staff on maternity/paternity leave may feel isolated or uninformed about the process.

### Describe here suggested mitigations to inform the actions needed to reduce inequalities.

Ensure staff on maternity or paternity leave are kept informed at each stage of the process and they are aware of their rights under the redeployment programme.

Keep in regular contact with pregnant staff and those on maternity and paternity leave to ensure they know what is happening and when.

Make reasonable adjustments to enable staff to participate to the extent they wish.

Arrange 'Keeping in Touch' days where appropriate.

Ensure staff are aware of their statutory rights with regards to maternity pay.

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

As described under 'Age.'

## Any negative impacts that cannot be mitigated?

None identified.

## RACE

### Describe here the considerations and concerns in relation to the programme/policy for the selected group.

The staff group is too small to provide data on this characteristic.

# Equality Impact Assessment

The potential positive and negative impacts of these changes for staff may include:

- Where English is not a first language, or where staff have a lower level of language and literacy skills, future employment may be restricted.

**Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

Support staff to redeploy within SCC where possible.

Offer confidential one to one support sessions so that all staff can be assisted on an individual basis.

Assist with training and skills such as CV writing, job applications and interviews.

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

As described under 'Age.'

**Any negative impacts that cannot be mitigated?**

None identified.

## RELIGION AND BELIEF

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

The staff group is too small to provide data on this characteristic.

The potential positive and negative impacts of these changes for staff may include:

- Potential impact on routines and practices with a new employer - work pattern, holidays/days of worship, food, wearing a faith symbol and dress.

**Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

Support to redeploy within SCC where possible.

Be sensitive in the offer of redeployment around any adjustments in place.

Offer confidential one to one support sessions so that all staff can be assisted on an individual basis.

Assist with training and skills such as CV writing, job applications and interviews.

# Equality Impact Assessment

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

As described under 'Age.'

**Any negative impacts that cannot be mitigated?**

None identified.

## SEX

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

Staff breakdown for the service: 77% female, 23% male (SAP April 2023).

10 The potential positive and negative impacts of these changes for staff may include:

- The majority of the workforce is female, most of whom work part time. The loss of flexible working could affect the whole family (also see 'carer' characteristic below).

**Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

Try to redeploy staff wherever possible.

Encourage hiring managers within SCC to be flexible with redeployment.

Help staff investigate flexibility of other employers and assist with applying for other roles if required.

Assist with training and skills such as CV writing, job applications and interviews.

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

As described under 'Age.'

**Any negative impacts that cannot be mitigated?**

None identified.

## CARERS

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

# Equality Impact Assessment

The staff group is too small to provide data on this characteristic. There will be ongoing discussions with individuals to understand their circumstances and any potential impacts that this change may have on them.

The potential positive and negative impacts of these changes for staff may include:

- There will be members of the workforce that have caring responsibilities which may restrict alternative employment opportunities due to availability and locations.
- There may be fewer redeployment opportunities if staff are restricted to where they work because of caring responsibilities.
- Other employers may not offer the flexibility with working patterns for carers that SCC offers.

## **Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

Ensure appropriate engagement and consultation with staff, HR and Trades Unions.

Ensure all roles within the redeployment pool are explored by staff members even if the role is significantly different from their existing role because they may have transferrable skills.

Assist with training and skills such as CV writing, job applications and interviews.

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

As described under 'Age.'

## **Any negative impacts that cannot be mitigated?**

Other employers may not offer the flexibility with working patterns that SCC offers. SCC has no influence on other employers' terms and conditions.

## 4. Recommendation

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

- **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:
  - 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).

**Recommended outcome:**

**Outcome One: No major change to the policy/service/function required.**

**Explanation:**

This is currently a proposal which is subject to a Cabinet decision. This EIA has identified any potential impacts of this change for people with protected characteristics. Any potential negative impacts can be mitigated except SCC's ability to influence other employers' terms and conditions and all opportunities to promote equality have been undertaken.

Adult Social Care has experience in closing settings. There are established approaches and processes which have delivered good outcomes for people who use services, their carers/families and staff. Service Delivery will ensure these approaches and processes, together with any learning, is deployed in the closure of Arundel House.



## 5. Action plan and monitoring arrangements

Insert your action plan here, based on the mitigations recommended.

Involve your Assessment Team in monitoring progress against the actions above.

Item	Initiation Date	Action/Item	Person Actioning	Target Completion Date	Update/Notes	Open/Closed
1	3/7/23	Carry out robust person-centred assessments involving carers and families.	Social work staff	31/8/23	Subject to Cabinet decision supporting closure	
2	3/7/23	Develop transitional plans with existing staff supporting with the moves.	Social work staff	31/10/23	Subject to Cabinet decision supporting closure	
3	4/1/23	Ensure appropriate engagement and consultation with staff with HR and Trades Union support.	SCC Senior Manager	Until closure	Subject to Cabinet decision supporting closure	
4	3/7/23	Assist with training and skills for staff such as CV writing, job applications and interviews.	SCC Senior Manager	31/10/23	Subject to Cabinet decision supporting closure	

Item	Initiation Date	Action/Item	Person Actioning	Target Completion Date	Update/Notes	Open/ Closed
5	23/1/23	Keep in regular contact with pregnant staff and staff on maternity and paternity leave to update them. Arrange 'Keeping in Touch' days where appropriate.	Team Manager	Until closure	Subject to Cabinet decision supporting closure	
6	23/1/23	Offer confidential one to one support sessions so that all staff can be assisted on an individual basis.	SCC Senior Manager	Until closure		

**6a. Version control**

Version Number	Purpose/Change	Author	Date
1	First draft	Suzi Pressey	10/1/23
2	Updates from project group	Suzi Pressey	16/1/23
3	Feedback from chair of Directorate Equalities Group	Kathryn Pyper	19/1/23

# Equality Impact Assessment

Version Number	Purpose/Change	Author	Date
4	Feedback from public consultation and updated information from SAP and LAS	Suzi Pressey	4/5/23

The above provides historical data about each update made to the Equality Impact Assessment.

Please include the name of the author, date and notes about changes made – so that you can refer to what changes have been made throughout this iterative process.

For further information, please see the EIA Guidance document on version control.

## 6b. Approval

Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.

Approved by	Date approved
Head of Service	Chris Hastings, 11/1/23
Executive Director	
Cabinet Member	
Directorate Equality Group	Kathryn Pyper, 20/1/23

10

### Publish:

It is recommended that all EIAs are published on Surrey County Council's website.

Please send approved EIAs to: **INSERT SHARED EMAIL ACCOUNT ADDRESS**

**EIA author:** Suzi Pressey

## 6c. EIA Team

Name	Job Title	Organisation	Team Role
Chris Hastings	Area Director – Service Delivery	SCC	Head of Service / CQC Nominated individual
Sally Dickens	Senior Manager – PLD Services	SCC	Senior Manager of service
Ruth Pellatt	Registered Manager, Arundel House	SCC	Manager of service (left May 2023)
Mary Hendrick	Senior Commissioning Manager	SCC	Specialist
Paul Cooper	Team Manager, Learning Disabilities and Autism Service	SCC	Specialist
Deborah Chantler	Assistant Director – Legal Services, Adults and Place	SCC	Specialist

# Equality Impact Assessment

Name	Job Title	Organisation	Team Role
Rebecca Pettit	Strategy Portfolio Manager, Land & Property	SCC	Specialist
Laura Downton	Account Manager – Adult Social Care and Public Health, Communications & Engagement	SCC	Specialist
Chloe Stokes	People Business Partner, People & Change	SCC	Specialist
Suzi Pressey	Business Support Manager	SCC	Project Manager

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

Tel: 03456 009 009

Textphone (via Text Relay): 18001 03456 009 009

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Email: [contactcentre@surreycc.gov.uk](mailto:contactcentre@surreycc.gov.uk)

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**SURREY COUNTY COUNCIL****CABINET****DATE: 27 JUNE 2023****REPORT OF CABINET MEMBER: MARISA HEATH, CABINET MEMBER FOR ENVIRONMENT****LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR ENVIRONMENT TRANSPORT AND INFRASTRUCTURE****SUBJECT: GOVERNANCE PROPOSAL FOR SOLAR ROOFTOP AND BUILDING DECARBONISATION PROJECTS****ORGANISATION STRATEGY PRIORITY AREA: ENABLING A GREENER FUTURE****Purpose of the Report:**

The purpose of this report is to gain:

- high level in principal approval of the solar rooftops projects and the buildings decarbonisation projects, from the successful Public Sector Decarbonisation Scheme Phase 3b (PSDS3b) schools and corporate buildings grant application, that are proposed to be taken forward and
- agreement that the approval of the resulting final business cases be delegated to the Cabinet Member for Environment, the Cabinet Member for Property and Waste, and the Cabinet Member for Finance and Resources, on the recommendations of the Executive Director for Environment, Transport and Infrastructure, the Executive Director for Resources, alongside Capital Programme Panel.

**Recommendations:**

It is recommended that Cabinet:

1. Provides high level in principle approval to the solar rooftops and Public Sector Decarbonisation Scheme Phase 3b (PSDS3b) schools and corporate buildings projects proposed to be taken forward in this report.
2. Delegates business case approval of the solar rooftops and the PSDS3b schools and corporate building decarbonisation projects to the Cabinet Member for Environment, the Cabinet Member for Property and Waste, and the Cabinet Member for Finance and Resources, on the recommendations of the Executive Director for Environment, Transport and Infrastructure, the Executive Director for Resources, alongside Capital Programme Panel.
3. Agrees the delegation of approval based on the costs of the two combined programmes being no more than 10% above the total cost presented here.

## Reason for Recommendations:

These projects are set out in the [Greener Futures Climate Change Delivery Plan](#), which was approved by Cabinet in October 2021, and will deliver direct reductions in carbon emissions and generate energy savings for Surrey County Council and the schools in scope. The list of buildings in the decarbonisation and solar rooftops programme is included in Appendix A.

These projects and the associated costs are part of a wider programme of projects and initiatives that put together plot a pathway to achieve net zero 2030 for Surrey County Council as an organisation with the ambition of being overall self financing. The approach to financing SCC's net zero 2030 programme outlined in Greener Futures Finance Strategy is coming to Cabinet for approval in July 2023.

The principles of accepting Government grant funding to enable such projects was agreed by Cabinet in April 2022 ([Surrey's Greener Futures Grant Programmes](#)). The principles of these PSDS3b programmes are as already approved in December 2022 for the previous PSDS3a funded programme and will be adopted for similar future programmes, the next of which will be PSDS3c in autumn 2023. The principles are described further in Appendix B. The principles are fully in line with those which will be presented in the overarching Greener Futures Finance Strategy, which will be brought to Cabinet in July 2023.

A high-level summary of the projects is set out in this paper along with the business case development timescales. To meet the time constraints requiring installation over the summer months it is not possible to bring a fully costed business case for all projects based on final scheme designs to Cabinet, as such this report requests that approval of the final business case be delegated to Cabinet Members via Capital Programme Panel recommendation.

To make use of this year's funding and to maximise the financial savings, the projects need to be undertaken this summer and have a very short time scale for delivery.

## Executive Summary:

1. Surrey County Council (SCC) has committed to achieve net zero carbon for SCC operations by 2030 and a net-zero county by 2050. The Climate Change Delivery Plan requires that the Surrey building estate, as a whole, to be carbon neutral by 2030. Buildings owned and operated by SCC are being decarbonised in a programme up to 2030. In addition, opportunities are being sought to generate electricity via the installation of solar PVs on rooftops of Surrey buildings. This will reduce the energy costs of schools and SCC corporate buildings as well as saving carbon emissions.
2. SCC agreed via Cabinet in April 2022 to accept Government funding to support decarbonisation of the building estate (Public Sector Decarbonisation Scheme PSDS3b). SCC has been awarded up to £6m in grant funding. This will be matched by funding from the Greener Futures capital pipeline and the Facilities Management (FM) Maintenance budget to complete the decarbonisation projects.
3. Investment for solar rooftops will come from the Greener Futures capital pipeline. This will effectively be repaid via savings on SCC fuel bills or via offering reduced energy tariffs to schools via a power purchase agreement (PPA) contract. Greener Futures will bring an overarching Green Finance Strategy to Cabinet in July which sets out the principles of the approach for funding the Greener Futures 2030 net zero programme for SCC of which these projects are a part of.



4. The current decarbonisation and solar projects need to be undertaken this summer, with contracts awarded in June in order to make use of the time-bound Government grant and to minimise disruption to schools. They therefore need business case approval before the overarching Green Finance Strategy will have gained Cabinet approval. In addition, starting the Cabinet approval process only after the full business case financial evidence is secured would mean missing the window of undertaking works this summer.
5. This report is therefore to outline the high-level principles of the business cases for these programmes for agreement by Cabinet and to ask for delegated approval to Cabinet Member for Environment, the Cabinet Member for Property and Waste, on the recommendations of the Executive Director for Environment, Transport and Infrastructure, the Executive Director for Resources, alongside Capital Programme Panel.
6. The list of buildings in the decarbonisation and solar rooftops programme is included in Appendix A. Further information on the programme of works, the costs and benefits and on the principles for investment are detailed in Appendix B.

#### **Consultation:**

7. The five Surrey maintained schools (as per Appendix A) have been consulted as part of the development of this project and will continue to be involved in ongoing discussions as we progress the proposals.
8. These projects have been jointly developed by Greener Futures, Land & Property, Finance, Procurement and Education as part of working group meetings which occur fortnightly.
9. The 2030 Climate Change Board has also been involved in the development of these projects from the outset and through each stage to date and the report will have been taken to Property Panel, Infrastructure Board and Capital Programme Panel prior to Cabinet on 27 June 2023.
10. The Cabinet Members for Environment and Property and Waste have been briefed and Members will also be updated via:
  - Asset Strategy Board (24 May 2023)
  - Greener Futures Member Reference Group, subset of the Communities, Environment and Highways Select Committee (17 May 2023)

#### **Risk Management and Implications:**

11. The programme has potential risks around the increase in contractor costs and costs of power network electrical upgrades and the relative pricing of gas and electricity. For the full benefit of the programme, schools will need to enter into a PPA which needs to be negotiated with each school. The largest risk is in not completing the building work within the deadline of March 2023 and losing grant funding. These risks are explained further in Appendix B.

**Financial and Value for Money Implications:**

12. The solar roof top and decarbonisation projects involve planned capital expenditure, making use of Government grant funding and generating cash savings over the lifetime of the projects. This is summarised in Tables 1 and 2 to illustrate the order of magnitude of costs and savings only.
13. The capital cost of the projects will be met partly by grant funding, part by FM budgets and the remainder by the Greener Futures capital pipeline. It should be noted that the costs to Greener Futures are in line with the envelope allowed for in the 2030 capital pipeline financial model. The costs will be finalised for the full business case.

**Table 1: Costs**

Programme	Schools	Corporate
Capex for five schools and 11 corporate buildings including low carbon heating systems, building fabric retrofit works and solar rooftops	£3.6m	£7.5m
Funded by:		
Grant funding	£0.95m	£1.6m
SCC funding from FM budget (Land & Property and Greener Futures)	£0.75m	£1.2m
Greener Futures only funding	£1.9m	£4.7m
Borrowing cost on Greener Futures funding (estimate)	£0.7m	£1.7m
Greener Futures funding including borrowing cost	£2.6m	£6.4m

**Table 2: Savings**

Programme	Schools	Corporate
Savings in fuel costs over 25 years*	£1.63m	£3.92m
Annual savings*	£65,000	£157,000
Payback after borrowing costs (years)**	40	41
Carbon savings annual total	147tCO <sub>2</sub> e	241tCO <sub>2</sub> e

\*For schools, savings are shared between the school and SCC

\*\*Payback is the total Greener Futures funding plus borrowing costs divided by the annual savings

14. Annex 1 provides a case study illustration of one of the projects in the current PSDS 3a schools programme. This case study is based on the costs received from contractor quotes and the energy savings predicted during design to show how the costs and savings on an individual project arise.

### **Section 151 Officer Commentary:**

15. Significant progress has been made in recent years to improve the Council's financial resilience and the financial management capabilities across the organisation. Whilst this has built a stronger financial base from which to deliver our services, the increased cost of living, global financial uncertainty, high inflation and government policy changes mean we continue to face challenges to our financial position. This requires an increased focus on financial management to protect service delivery, a continuation of the need to be forward looking in the medium term, as well as the delivery of the efficiencies to achieve a balanced budget position each year.
16. In addition to these immediate challenges, the medium-term financial outlook beyond 2023/24 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 the stable provision of services in the medium term.
17. The cost of the projects set out in this paper would be funded from a combination of Government grant and Council borrowing, with the latter expected to be repaid through energy savings and income from solar. Projects would proceed subject to scrutiny and approval of a detailed business case by the Council's Capital Programme Panel, including consideration of risks. As such, the S151 Officer supports the recommended approach.

### **Legal Implications – Monitoring Officer:**

18. Where overarching capital programme strategies are approved by Cabinet, Cabinet may delegate the approval of individual schemes over £1,000,000 to the relevant Cabinet Member(s) and Executive Director(s), subject to scrutiny of business cases by the Cabinet Programme Panel. Individual schemes should initially be reviewed by Capital Programme Panel and then be signed off by the relevant Executive Director(s). Final approval will be via the relevant Cabinet Member(s) via a formal delegated decision sheet which will be published and subject to call in processes.
19. In these cases, the Cabinet Member, Executive Director and Capital Programme Panel will also be responsible for ensuring, in consultation with Strategic Capital Groups, that the overarching strategy approved by Cabinet remains deliverable within the overall programme budget and that key metrics, will be delivered.
20. Individual schemes under the value of £1,000,000 can be approved by the Capital Programme Panel

### **Equalities and Diversity:**

21. These proposed projects are a key part of the Climate Change Delivery Plan approved by Cabinet in October 2021. An Equalities Impact Assessment was conducted for the Delivery Plan. This has been reviewed and is appended (Annex 2) and is found to still be representative of the equality issues relating to this policy.
22. The Delivery Plan was not found to have any negative impacts on any groups of residents. Implementation of the policy to certain projects such as supported

independent living will result in lower energy bills and improved thermal comfort for residents.

**Other Implications:**

23. 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.

<b>Area assessed:</b>	<b>Direct Implications:</b>
Corporate Parenting/Looked After Children	No direct or significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No direct or significant implications arising from this report.
Environmental sustainability	The proposed projects are replacing end of life heating systems with much more environmentally sustainable solutions and providing on site power generation.
Compliance against net-zero emissions target and future climate compatibility/resilience	The proposed projects are a fundamental part of delivering the commitment to achieving net zero in Council operations by 2030, by decarbonising SCC buildings and providing solar power generation.
Public Health	No direct or significant implications arising from this report.

**What Happens Next:**

24. The current activities to progress these projects are:

- Undertaking specialist design of heating systems and solar arrays .
- Specification and tendering of building fabric works .
- Consultation with schools to obtain an agreement in principle for them to purchase electricity via a PPA.

25. As of mid-May, these activities are enabling greater cost certainty for the full business. Following business case approval by CPP, contractors can be appointed to undertake the works.

**Report Author:**

Helen Butcher, Low Carbon Energy Officer, 07890 894958

**Consulted:**

Marisa Heath, Cabinet Member for Environment

Natalie Bramhall, Cabinet Member for Property and Waste

David Lewis, Cabinet Member for Finance and Resources

Katie Stewart, Executive Director, Environment transport and Infrastructure

Carolyn McKenzie, Director, Environment

Senior Management Team, Greener Futures, Surrey County Council

Senior Management Team, Land & Property, Surrey County Council

Finance, Procurement and Education teams, Surrey County Council

**Appendices:**

Appendix A: Buildings included in the decarbonisation and solar rooftops programme

Appendix B: Schools Programme Details

**Annexes:**

Annex 1: Case study Clifton Hill School

Annex 2: Equality Impact Assessment from the Climate Change Delivery Plan – October 21

**Sources/background papers:**

[Surrey's Climate Change Strategy 2020](#)

[Greener Futures Climate Change Delivery Plan 2021-2025](#)

Cabinet report, Oct 2021, 190/21 [Surrey's Greener Futures Climate Change Delivery Plan](#)

Cabinet report, Apr 2022, 76/22 [Surrey's Greener Futures Grant Programmes](#)

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## **Appendix A: Buildings included in the decarbonisation and solar rooftops programme**

Kingswood Primary School, Lower Kingswood

Beauclerc Infant School, Sunbury

St Peters Medical Centre, Egham

Worplesdon Primary School, Worplesdon

Park Mead School, Cranleigh

Ash Library

Chertsey Library

Shepperton Youth Centre

Woking Adult Learning Centre

Ruth House children's home, Woking

Squirrel Lodge supported living, Woking

Camberley Fire Station

Dorking Fire Station

Farnham Fire Station

Egham Fire Station

Esher Fire Station

## Appendix B: PSDS3b Programme Details

This programme enables the decarbonisation of five Surrey maintained schools and 11 corporate buildings and the addition of solar PV at each site. The programme is part funded by Salix and part funded by FM, where costs would have been incurred as part of ongoing maintenance programmes. The remainder of the costs will be met by Greener Futures capital pipeline.

### Principles of the Greener Futures Finance Strategy

1. The principles proposed by the Greener Futures Finance Strategy to set the framework for the approval of future decarbonisation and solar rooftop projects are:
  - Make the necessary investment in estate to achieve net zero carbon by 2030
  - Take a service or site-based approach to avoid unnecessary future costs and disruption
  - Take a reduce consumption first approach through improved energy management
  - Prioritise measures that are cost effective in reducing carbon emissions, reducing emissions over offsetting
  - Maximise external funding such as grants
  - For investment in low carbon assets, create a balanced budget across the programme, where income and saving pay back the investment.
2. In particular for schools, which come under Surrey's 2050 targets, the principles for investment include:
  - Maximising external funding on behalf of schools
  - Aiming to self-finance or generate income
  - Delivering co-benefits.

### Solar Rooftop Projects

3. Generating power via solar PV panels on the roofs of buildings or ground mounted (such as solar car ports) is a key investment proposed by the Climate Change Delivery Plan. Solar provides carbon emission free energy to the site and reduces fuel costs for electricity which would otherwise have been taken from the grid.
4. This will be the first programme of solar installations made at scale (up to 19 sites) and will inform subsequent programmes to enable cost, quality and time efficiencies in the future.
5. In corporate buildings, the energy saved will be directly realised to save on building energy costs. In the short term, the savings will offset changes in energy costs which arise from electric low carbon heating systems. Long term, the savings will start to pay off installation costs and provide more energy and price security for SCC.
6. Outline design for the solar arrays is underway. These will then be tendered competitively via a specialist framework.
7. In schools, where schools pay their own energy bills, a power purchase agreement will be offered. This allows schools to purchase electricity at a rate lower than a commercial provider (saving them money) while still providing savings revenue to

SCC. The Infrastructure Board and the Children, Families and Lifelong Learning Capital Board and CPP have approved the solar PPA to be piloted in five primary schools. This allows officers to develop the business case for wider roll out of the programme.

8. The power purchase legal agreement has been completed and the framework for setting utility rates with the individual schools is being negotiated.

### **Decarbonisation Projects**

9. Under the PSDS3b SCC was successful in gaining grant funding for a programme of school buildings and a programme of corporate buildings. At all sites, boilers and heating systems were deemed to be nearing the end of their life and the heating systems are proposed to be replaced by air source heat pumps, removing the need to burn gas and making the buildings fit for the future. The projects at each site also include upgrades to the building fabric, such as wall or loft insulation and replacement of windows and lighting, to reduce the heat loss and energy consumption of the buildings.
10. As well as grant funding, some of these measures will be funded by FM forward maintenance, where they have been included in current agreed programmes, as they cover replacement works which would have been required in the next five years. The remainder of the funding will be provided from Greener Futures capital pipeline.
11. The portfolio of projects has been extensively reviewed between SCC's Greener Futures and Land & Property teams for value for money, operational urgency, deliverability, and against the medium-term property retention strategy. As a result, the schools programme will decarbonise five schools. The corporate programme will decarbonise 11 corporate buildings, including five fire stations. Where site have been evaluated for value for money and omitted from this programme, they will still be prioritised for future programmes where the business case condition are more favourable.
12. Grant funding has also been secured for the decarbonisation of Woodhatch Place. However this will be presented as a separate Cabinet paper dues to its size and complexity.
13. Specialist design for the projects is currently underway. To provide best value and best quality from contractors, the building fabric works will be undertaken by the FM framework of contractors, tendered competitively. The heating works will be tendered competitively to specialist heat pump designers via a specialist framework.
14. Early appointment of the FM building contractors also allows them to undertake work in the summer holidays to minimise disruption in schools. In corporate buildings, undertaking work before next winter's heating season is also beneficial and targeted.
15. In order to claim the offered grant funding, the projects need to be substantially completed by the end of March 2024, which is a very tight programme.

### **Project Outcomes**



16. On completion of the decarbonisation projects, the schools and corporate buildings will see significant savings in energy use and in carbon emissions, as well as improved security over future gas prices.
17. As electricity is currently more expensive than gas, the savings in fuel usage may or may not result in overall reductions in current fuel bills at a particular site. (Fuel price differences are expected to lessen, favouring cost savings, but this is not guaranteed.) However, generation of electricity by solar PV will offset any immediate increase in fuel costs due to the electric heating and will significantly reduce the site's electricity consumption from the grid, generating savings.
18. Using the PPA with schools offers them savings on their fuel bills overall while delivering decarbonisation measures that the schools would not otherwise afford.
19. Savings through solar generation on SCC corporate buildings over the next 20 years will be fed back into the Greener Futures capital pipeline to fund future projects.
20. Fuel savings and carbon emission savings will be monitored continuously via remote metering and recorded in SCC building management databases. This will allow analysis of the carbon savings and the overall cost effectiveness of the decarbonisation and solar measures over the next few years for feedback into future projects.

### **Risk Management and Implications**

21. This paper is based on the costs provided by designers, with some contingency applied. There is a risk that prices received from contractors exceed the budgeted costs and change the business case. Once contractor costs are received for the building fabric works and updated estimates for the specialist works are received, the full business case will be presented to CPP for approval.
22. One area of cost risk is in estimating costs incurred for electrical upgrades. These costs take some months to be confirmed by the Distribution Network Operator (DNO). To date, costs have been estimated based on similar projects confirmed this year. However, there is still some risk around the final confirmed cost and its potential effect on the business case if all sites need a significant electrical upgrade.
23. It is most beneficial financially for the schools if they enter into a power purchase agreement to allow installation of the solar PV and then pay for electricity via SCC. A draft PPA is available, however the schools have not yet completed agreement to this route. Without the PPA, the schools may not see the cost savings of the decarbonisation programme.
24. The programme relies on savings generated by reduced gas and electricity usage. There is a risk that the relative prices of utilities change in a way that reduces the predicted savings and extends the payback. This is possible, but the opposite is expected long term, i.e. electricity prices will not rise as fast as gas, making the savings from decarbonisation works more favourable.
25. If the business case cannot be approved in mid-June, then this will delay the appointment of contractors to undertake work over the school summer holidays, during the peak solar generation period, and before the winter heating season. This

will add a risk that the decarbonisation programmes cannot be delivered by the end of the financial year and some or all of the grant funding will be lost.



**Surrey's  
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Future**

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**Decarbonisation Case Study  
Clifton Hill School**

# Clifton Hill School



## Decarbonisation through PSDS (Salix) Grant Funding and SCC Funding

Greener Futures 2030 Net Zero applied for Public Sector Decarbonisation Scheme funding in 2021 which included Clifton Hill School. The grant value obtained for this school was £176,252

The anticipated cost of the decarbonisation project at time of PSDS application was around £438,074 but this did not include electrical infrastructure upgrade requirements that may be required when decarbonising and switching from fossil fuel heating to an electric based system.

The objective is to reduce the carbon emission in the school, whilst seeing some running cost savings. Taking a whole building approach as required under the grant funding application rules the school would see improvements in the fabric of the building with insulation and the existing end of life boilers will be replaced with new air source heat pumps serving the space heating and hot water demand. The work also includes the associated civil, mechanical and electrical works, most of the existing electric convectors and water filled radiator systems will be removed and new radiators, fan coil units and distribution system installed. The incoming electrical supply will be upgraded to cover the heat pump electrical demand.

Updated BMS (building management system) to be installed to control heating and increase efficiency.

### **In addition – Solar PV Installed**

65 PV panels will be installed across the pitched roofs of the school to provide cheaper rates of electricity to the school to provide further running cost savings and SCC would benefit through the creation of a PPA agreement with the school which would generate income over the 25 years of the PPA agreement.



# Clifton Hill School



Premise	Address	Premise Type	Floor area (m <sup>2</sup> )
Clifton Hill School	Chaldon Road, Caterham, CR3 5PN Chaldon Road, Caterham, CR3 5PN	School	1,445



Clifton Hill is a special school for children and young people with severe and profound multiple learning difficulties. The original school building was constructed in approximately 1960 and extended in 1997. The school teaching areas were extended in 2012 by the construction of a classroom block with three classrooms, group room, office, teaching kitchen and WCs. A hydrotherapy unit was constructed in 2001 and comprises a swimming pool with hoists and four changing rooms. The swimming pool and the hub teaching block are not part of this scope.

Site building services include heating and domestic hot water, the heating for area 1 is provided by 2no. gas fired condensing boilers. The domestic hot water is provided via gas fired cylinders. The second plantroom for area 2 provides heating via 2no. gas fired boilers and domestic hot water via a gas fired cylinder. The heating systems deliver the heat via wet radiators and convection fan emitters throughout the site. In site surveys it was found that most of the existing heat emitters are not suitable for delivering peak heat loads at standard low temperatures of heat pumps (40-50°C).

## Energy Consumption Pre Decarbonisation

Energy Type	Consumption (kWh/Yr)	Energy Cost (£/Yr)	CO2 Emission (tonnes/Yr)
Electricity	106,601	£28,878	27
Gas	390,434	£20,537	72
Oil	0	£0	0
<b>Total</b>	<b>497,035</b>	<b>£49,415</b>	<b>99</b>



# Clifton Hill School

## ECM: Solar Photovoltaic

A total of 63 PV panels, each size 385W, will be installed on roof of the school.



## ECM: Insulation Improvement

Loft insulation to a total of 300mm thickness.



# Clifton Hill School



Following successful grant fund award the project was fully scoped and costed as shown

Contractor Costs including DNO Total = £917,947

Heat pump	£639,892
Insulation	£14,950
Solar	£104,000
Electrical upgrade costs	£159,105 est
Atkins project management cost	£59,610 est

Project cost	£917,947
Salix grant funding	£176,252
FM replacement heating cost	£175,000
Solar generation PPA income*	£245,673
Greener Futures overall cost	£321,022

SCC Borrowing Cost, 25 yr = £395,000

\*Total SCC Income from PPA (25 yrs)

DNO = Distribution network operator



# Clifton Hill School



## Savings for School

Heating annual savings	-£2,052
Annual savings from insulation	£1,326
Solar generation annual income from PPA	£2,050
Annual fuel savings for School total	£1,324

(kWh unit price dependent, based on current CCS)

Savings are expected to increase significantly as utility costs change

Expected Lifetime Carbon Savings = 740 tCO<sub>e</sub>



The pie chart below show the percentage of kWh savings for each energy saving measure (ECM.)





# Clifton Hill School



## Decarbonisation Summary

Following the decarbonisation the school will have a new heating system ready to last the next 25 – 50 years

New CO<sub>2</sub> Air Source Heat Pumps are UK manufactured using natural CO<sub>2</sub> refrigerants. SCC have maintained the strictest use of low global warming potential gasses in their heat pumps futureproofing this heat source.

Savings from removing a gas system are likely to see increasingly higher savings if gas and electricity prices follow prediction. Combined (School and SCC) annual savings are £11,000 per year.

SCC are exploring new ways to increase the solar capacity on schools to increase electricity production which could see payback times reduced with new PPA's.

With decarbonisation and electrification long term electric prices will remain more competitive than gas.

Decarbonised SCC schools are being prepared for increased electrification with upgraded supplies to allow for electric vehicle charging capacity.



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# Equality Impact Assessment

## Climate Change Delivery Plan Equality Impact Assessment

Question	Answer
Did you use the EIA Screening Tool? (Delete as applicable)	Yes

### 1. Explaining the matter being assessed

# Equality Impact Assessment

Question	Answer
<p data-bbox="33 864 65 898">11</p> <p data-bbox="105 958 512 1016"><b>What policy, function or service change are you assessing?</b></p>	<p data-bbox="544 226 1353 342"><b>Surrey's Climate Change Delivery Plan (CCDP)</b> Surrey's Climate Change Strategy (CCS) approved in April 2020 set out the joint ambition across the 12 authorities to reduce emissions to net zero between now and 2050.</p> <p data-bbox="544 378 1315 560">The CCDP is a collection of schemes and investments, providing details on how the CCS will be achieved over the next 4 years to reduce Surrey's carbon emissions by 46%. It outlines the programmes, initiatives, and investments the Council will need to develop in order to deliver the required reductions in carbon emissions in Surrey.</p> <p data-bbox="544 595 1331 654">The CCDP includes carbon emission reduction targets across four programme areas:</p> <ol data-bbox="612 656 1326 927" style="list-style-type: none"> <li>1. Greener Futures Communities (including individuals, homeowners, landlords and communities)</li> <li>2. One Net Zero Public Estate (including local authorities, Surrey County Council, NHS, Surrey Police and other in the public sector)</li> <li>3. Build Back Greener (including planning authorities and developers)</li> <li>4. Grow Back Greener (including landowners managers such as local authorities).</li> </ol> <p data-bbox="544 958 1031 987">There are 3 main principles in the CCDP:</p> <ol data-bbox="595 990 1345 1234" style="list-style-type: none"> <li>1. Our 2030 SCC and 2050 Surrey area targets mean reducing emission for Surrey by 46% by 2025.</li> <li>2. Due to the scale of investment and type of measures we need to create new finance models and support others with finance.</li> <li>3. We need to always look to match the challenge with an opportunity or benefit to achieve maximum value for money.</li> </ol> <p data-bbox="544 1265 1337 1478">It is essential that we reduce emissions in Surrey in line or before the targets set out in the Climate Change Strategy and Delivery Plan, otherwise there will be more extreme impacts on all Surrey residents, particularly impacting vulnerable groups including residents with disabilities and lower-socio economic groups. The main role of the Climate Change team will be to aggregate projects and programmes and arrange financing.</p> <p data-bbox="544 1509 1294 1599">For this initial equality impact assessment, this assessment will primarily, at a high level, assess the impacts of reducing our organisation emissions, reducing transport and housing.</p> <p data-bbox="544 1630 1340 1753">The Climate Change Delivery Plan is a live document and therefore this equality impact assessment will continue to be developed and monitor impact on equality as the projects develop. This is an early assessment of the impacts that pulls out the key areas.</p>
<p data-bbox="105 1794 512 1852"><b>Why does this EIA need to be completed?</b></p>	<p data-bbox="544 1760 1331 1877">The Climate Change Delivery Plan (CCDP) is crosscutting and will impact on service areas across the council. It will impact residents and service users and therefore will impact upon those with protected characteristics.</p>

# Equality Impact Assessment

Question	Answer
<p><b>Who is affected by the proposals outlined above?</b></p>	<p>The CCDP will impact upon everyone who lives, works and travels in Surrey. This includes residents and communities, SCC staff and public and private sector organisations.</p>
<p><b>How does your service proposal support the outcomes in <a href="#">the Community Vision for Surrey 2030</a>?</b></p>	<p>It links to the ambition that “Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities”.</p>
<p><b>Are there any specific geographies in Surrey where this will make an impact?</b> (Delete the ones that don't apply)</p>	<p>County-wide</p>
<p><b>Briefly list what evidence you have gathered on the impact of your proposals</b></p>	<p>The CCDP and its strategic priorities were developed through engaging with:</p> <ul style="list-style-type: none"> <li>• University of Leeds</li> <li>• Resident Focus Groups (including young people, older people, homeowners, environmental groups and small and medium sized businesses) and engagement through the Commonplace platform. (<a href="https://surreysgreenerfuture.commonplace.is/">https://surreysgreenerfuture.commonplace.is/</a>)</li> <li>• Workshops with internal and external partners including the Surrey Climate Commission and Surrey People's Assembly.</li> <li>• Collaboration with other internal service areas.</li> </ul> <p>National reports tell us that there is a risk of adverse social outcomes associated with climate change mitigation including worsening inequality. However, these negative inequality impacts can be mitigated and prevented with conscious effort, careful planning and multi-stakeholder engagement.</p> <p>[Sanna Markkanen &amp; Annela Anger-Kraavi (2019) Social impacts of climate change mitigation policies and their implications for inequality, Climate Policy]</p>



## 2. Service Users / Residents

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

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

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

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

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### Summary of potential equality impacts of the Surrey Climate Change Delivery Plan

Overall objective	Projects/Programmes	Potential equality outcomes (increasing potential increasing/decreasing inequality)				
		Age	Disability	Pregnancy and maternity	Socio-economic disadvantage	Gender

# Equality Impact Assessment

Net Zero carbon for Surrey's organisational emissions by 2030.	SCC Net Zero Carbon 2030 Programme.		↑	↑ ↓	↑	
66% reduction in domestic. housing sector by 2035.	Green Jump Surrey	↓	↑ ↓		↑ ↓	↑ ↓
60% emissions reduction in the Transport sector by 2035	Rethinking Transport Farnham Infrastructure Project	↑ ↓	↑ ↓	↑ ↓	↑ ↓	↑ ↓
70% of all local authority collected waste reused, composted, or recycled by 2030.	Rethinking Waste	↑	↑	↑		
56% emissions reduction across industry by 2035	Skills training for Green jobs.	↑ ↓	↑ ↓		↑ ↓	





## Age

Question	Answer
<p><b>What information (data) do you have on affected service users/residents with this characteristic?</b></p>	<p>Within Surrey there are an estimated (2017):</p> <ul style="list-style-type: none"> <li>• 71,000 children under 5 (6% population)</li> <li>• 175,300 aged 5-16 (14.8%)</li> <li>• 105,100 aged 17-24 (8.9%)</li> <li>• 611,700 people aged 25-64 (51.6%)</li> <li>• 222,200 older people aged 65+ (18.7%)</li> </ul> <p>The population of Surrey is projected to increase by 11% between 2017 and 2041 reaching 1,309,500. The proportion of the population in all age groups under 65 is projected to fall by 2041. However the overall number in all age groups except the under 5s is projected to increase. It is projected that there will be 1,700 fewer under 5s, 7,000 more aged 5-16, 6,400 additional people aged 17-24 and 4,700 more aged 25-64.</p> <p>The proportion of the population aged over 65 is projected to increase to 25.4% by 2041, with the proportion of over 85s projected to increase from 2.9% to 5.2% over the same period. This will lead to an additional 112,200 over 65s in total with 34,500 more aged over 85.</p> <p>The older population is less diverse than the younger cohorts. 92.5 % of people aged 65+ are White British with just 2.7% in non white ethnic groups.</p> <p>The likelihood of suffering from a long term illness or disability increases with age. 78% of people over 85 reported a health problem compared with just 2.9% of children under 16.</p> <p>[<a href="https://www.surreyi.gov.uk/jsna/surrey-context/#:~:text=The%20estimate%20is%20broken%20down,65%2B%2C%20(18.7%25).">https://www.surreyi.gov.uk/jsna/surrey-context/#:~:text=The%20estimate%20is%20broken%20down,65%2B%2C%20(18.7%25).</a>]</p>
<p><b>Impacts</b> (Delete as applicable)</p>	<p>Both</p>

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Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	<i>Who is responsible for this?</i>



# Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
Anecdotally it is recognised that the cost of purchasing an electric vehicle is more likely to be exclusionary to older and younger people as both age groups are less likely to be employed. 18-29 year olds are least likely to own a car (55%) but most likely to be planning to purchase one (22%), compared to 77% of over 60s owning cars.	[ <a href="https://www.statista.com/statistics/682596/consumers-who-own-a-motor-vehicle-in-the-united-kingdom-uk-by-age/">https://www.statista.com/statistics/682596/consumers-who-own-a-motor-vehicle-in-the-united-kingdom-uk-by-age/</a> ]	Continue to explore how to incentivise the use of ultra-low emissions vehicles without penalising those who cannot afford ultra-low or zero emissions vehicles such as electric.	2021 onwards	Greener Futures, Highways and transport
Young people are more likely to already be reliant on public transport (they use buses for 15% of their journeys compared to 7% for all journeys). Fewer young people now own cars or have driving licenses. Improved public transport links will mean that education, training, businesses, services and opportunities are more accessible, for example later buses enabling young people to work after college or attend sports clubs.	[ <a href="https://bettertransport.org.uk/sites/default/files/research-files/Young_People_and_Buses_FINAL_forweb_0.pdf">https://bettertransport.org.uk/sites/default/files/research-files/Young_People_and_Buses_FINAL_forweb_0.pdf</a> ]	Individual projects and programmes will conduct equality impact assessments.	2021 onwards	Rethinking Transport
Encouraging active travel (walking and cycling) will have several health and wellbeing benefits. Active travel ties into healthy living objectives and fighting childhood obesity, thereby having a positive impact on children's lives.	[ <a href="https://www.sustrans.org.uk/our-blog/get-active/2019/everyday-walking-and-cycling/the-benefits-of-cycling-for-children-and-families/">https://www.sustrans.org.uk/our-blog/get-active/2019/everyday-walking-and-cycling/the-benefits-of-cycling-for-children-and-families/</a> ]	Individual projects and programmes will conduct equality impact assessments.	2021 onwards	Rethinking Transport. Public Health, Active Travel Team
Encouraging the uptake of public and active transport, and increasing zero-emission vehicles should reduce air pollution and increase the quality of life for all members of the community. Benefits could be particularly pronounced for children and older residents who tend to suffer disproportionately from respiratory illnesses (such as asthma).	Asthma is more widespread in children than in adults. It is the most common long-term childhood medical condition, affecting 1.1m in the UK (Asthma UK).	Individual projects and programmes will conduct equality impact assessments.	2021 onwards	Public Health, Greener Futures, Transport





Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
Encouraging people in Surrey to use public transport could impact particularly on those who have anxiety in public and crowded places following COVID-19. This includes shielding residents who are more likely to be older.	<a href="https://www.bloomberg.com/news/articles/2020-06-12/fear-of-public-transit-remains-high-in-london">[https://www.bloomberg.com/news/articles/2020-06-12/fear-of-public-transit-remains-high-in-london]</a>	National campaigns are likely to outline the safety of using public transport and the cleaning regimes in places. Continue to work closely with transport partners to understand barriers to transport use.	June 2021 onwards	Greener Futures Comms
The cost of public transport may be exclusionary for protected groups who are more likely to be on a lower income, including older people and young people.	[Inequalities in Mobility and Access in the UK Transport System, Future of Mobility Evidence Review, Government Office for Science, 2019)	Continue subsidies for buses and explore options for further targeted subsidies.	Ongoing	Rethinking Transport

# Equality Impact Assessment

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<p>Cold homes and fuel poverty disproportionately affect children, adolescents, vulnerable adults, those with existing health conditions, and older people.</p> <p>Therefore, projects in the delivery plan to improve the heat efficiency of existing and new homes will have a particular positive impact for this age group.</p> <p>For this there must be a whole-house approach so that bills for residents do not increase through the installation of individual measures such as heat pumps and electric boilers, as electric is more expensive than gas.</p>	<p><a href="http://www.instituteofhealthequity.org/resources-reports/the-health-impacts-of-cold-homes-and-fuel-poverty">http://www.instituteofhealthequity.org/resources-reports/the-health-impacts-of-cold-homes-and-fuel-poverty</a></p>	<p>Green Jump Surrey (GJS), facilitated in partnership with Action Surrey, is a £9.2m project with funding awarded by central government's Green Homes Grant. The Green Homes Grant funding will provide eligible households with up to £10,000 to improve the energy efficiency of their homes.</p> <p>In addition to the Government's grant, Surrey County Council is contributing £750,000 to the Green Jump Surrey project as top-up funding to cover the full cost of works up to a value of £15,000.</p> <p><b>Household Eligibility</b> To be eligible for the funding:</p> <p>A) your property needs to be considered hard-to-heat, and</p> <p>B) your household needs to meet one of the following:</p> <ul style="list-style-type: none"> <li>- be in receipt of an eligible income related benefit, or</li> <li>- have a gross annual household income of less than £30,000,</li> <li>- if you have 2 or more dependent children, have a gross annual household income of less than £35,000, or</li> <li>- your household income after housing (mortgage) cost is less than £20,000, where your starting gross income is less than £35,000.</li> </ul>	<p>The Green Jump Surrey funding is available on a first-come, first-serve basis. The project allows for up to 900 homes to be supported and will run until the 30th September 2021.</p>	<p>Action Surrey Partnership, Greener Futures</p>
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Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of residents?</b></p> <p><b>Are there any dependencies decisions makers need to be aware of</b></p>	<p>The Climate Change Delivery Plan will impact all those who live, work and travel in Surrey so therefore other programmes are likely to affect the same groups of residents. However, the negative impacts of not mitigating climate change will vastly outweigh the potential negative impacts of the mitigation outlined in the CCDP.</p>

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	<p>Identifies negative impacts that can't be mitigated, together with evidence.</p>

## Disability

Question	Answer
<p><b>What information (data) do you have on affected service users/residents with this characteristic?</b></p>	<p>The day to day activities of 13.5% of Surrey's population are limited by a long term health problem or disability. This proportion is unchanged since 2001. Activities of 88,600 (5.7%) are limited 'a lot'. This includes problems that are due to old age.</p> <p>86% of Surrey residents are in good or very good health, with just 3.5% suffering bad or very bad health. 108,400 (9.6%) Surrey residents are providing unpaid care to a friend or relative.</p> <p>The proportion of the population reporting a health problem is highest in Spelthorne (14.9%), Tandridge (14.8%) and Mole Valley (14.7%) and lowest in Elmbridge (12.1%).</p> <p>Fewer Surrey residents reported a health than the national average.</p> <p>The likelihood of suffering from a long term illness or disability increases with age. 78% of people over 85 reported a health problem compared with just 2.9% of children under 16.</p> <p>[<a href="https://www.surreyi.gov.uk/2011-census/disability-health-and-carers/">https://www.surreyi.gov.uk/2011-census/disability-health-and-carers/</a>]</p>
<p><b>Impacts</b> (Delete as applicable)</p>	<p>Both</p>

# Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
There is concern that an increase in electric vehicle charging points on roads could pose an increased barrier and risk for those with a visual impairment and wheelchair users.	[ <a href="https://energysavingtrust.org.uk/wp-content/uploads/2020/10/Local-Authority-Guidance-Positioning-chargepoints.pdf">https://energysavingtrust.org.uk/wp-content/uploads/2020/10/Local-Authority-Guidance-Positioning-chargepoints.pdf</a> ]	Support the instalment of electric vehicle charging points off-road in car parks.	2021 onwards	Transport and Highways, district and borough officers

Question	Answer
<b>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</b>	If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.

Question	Answer
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	Identifies negative impacts that can't be mitigated, together with evidence.

## Pregnancy and Maternity

Question	Answer
<b>What information (data) do you have on affected service users/residents with this characteristic?</b>	In 2010 the total fertility rate for Surrey was 1.98, slightly below the national average of 2 with 12,018 births.
<b>Impacts</b> (Delete as applicable)	Both





Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Those who use pushchairs may find it challenging to navigate pavements if more electric vehicle charging points are installed, creating street clutter.		Support the instalment of electric vehicle charging points in car parks to avoid cluttering pavements.	2021 onwards	Highways and Transport
Retrofitting homes with insulation and other energy saving measures could support the health of newborn babies, as babies require a warmer and stable air temperature (16-20C).	[ <a href="https://www.lullabytrust.org.uk/safer-sleep-advice/baby-room-temperature/">https://www.lullabytrust.org.uk/safer-sleep-advice/baby-room-temperature/</a> ]	Promote whole house retrofitting measures to young families.	2021 onwards	Greener Futures

Question	Answer
<b>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</b>	The Climate Change Delivery Plan will impact all those who live, work and travel in Surrey so therefore other programmes are likely to affect the same groups of residents. However, the negative impacts of not mitigating climate change will vastly outweigh the potential negative impacts of the mitigation outlined in the CCDP.

Question	Answer
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	Identifies negative impacts that can't be mitigated, together with evidence.

# Equality Impact Assessment

## Socio-economic disadvantage

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Question	Answer																
<p><b>What information (data) do you have on affected service users/residents with this characteristic?</b></p>	<p>On a scale of average Index of Multiple Deprivation, where 1 is the most deprived, at County level Surrey ranks 150 out of 152. The income Deprivation Affecting Children Index indicates that 10% of Surrey’s children are affected by income deprivation. However, in the worst affected areas, parts of Goldsworth East and Maybury &amp; Sheerwater wards (Woking), over 40% are affected.</p> <p>Low income households are at a greater risk of fuel poverty, contributing to social and health inequalities. Children living in poverty are almost twice as likely to live in bad housing. This has significant impacts on their physical and mental health, as well as educational achievement.</p> <p>The COVID-19 pandemic and lockdowns has had a negative impact on the local economy and the impact of that has been felt the most in areas with a higher reliance on certain industries such as aviation. The top 5 most impacted areas in summer 2020 were:</p> <ul style="list-style-type: none"> <li>• Walton North &amp; Molesey Heath (Elmbridge)</li> <li>• Stanwell North &amp; Stanwell Moor (Spelthorne)</li> <li>• Bagshot (Surrey Heath)</li> <li>• Warlingham East &amp; Tatsfield (Tandridge)</li> <li>• Tattenham South (Reigate &amp; Banstead)</li> </ul> <p>The number of people claiming universal credit or Job’s Seeker’s Allowance increased by over 300% in some areas of Surrey. Many of those residents were seeking financial support for the first time.</p> <p>[Surrey Covid-19 Community Impact Assessment:</p> <p><a href="https://mycouncil.surreycc.gov.uk/mgConvert2PDF.aspx?ID=73738">https://mycouncil.surreycc.gov.uk/mgConvert2PDF.aspx?ID=73738</a></p> <p>[Economy, Employment and Deprivation, 2018: <a href="https://www.surreyi.gov.uk/jsna/economy-employment-and-deprivation/">https://www.surreyi.gov.uk/jsna/economy-employment-and-deprivation/</a>]</p> <div data-bbox="1294 655 2087 1182" data-label="Figure"> <table border="1"> <caption>What impact has the coronavirus crisis had on the income of your household, if any?</caption> <thead> <tr> <th>Impact Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Neither positive nor negative impact</td> <td>41%</td> </tr> <tr> <td>Small negative impact</td> <td>23%</td> </tr> <tr> <td>Significant negative impact</td> <td>13%</td> </tr> <tr> <td>Small positive impact</td> <td>15%</td> </tr> <tr> <td>Significant positive impact</td> <td>4%</td> </tr> <tr> <td>Don't know</td> <td>2%</td> </tr> <tr> <td>Prefer not to answer</td> <td>2%</td> </tr> </tbody> </table> </div>	Impact Category	Percentage	Neither positive nor negative impact	41%	Small negative impact	23%	Significant negative impact	13%	Small positive impact	15%	Significant positive impact	4%	Don't know	2%	Prefer not to answer	2%
Impact Category	Percentage																
Neither positive nor negative impact	41%																
Small negative impact	23%																
Significant negative impact	13%																
Small positive impact	15%																
Significant positive impact	4%																
Don't know	2%																
Prefer not to answer	2%																
<p><b>Impacts</b> (Delete as applicable)</p>	<p>Both</p>																





Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Decrease in air pollution from transport can reduce health inequalities. The greatest air quality benefits will accrue primarily to lower income households who are most likely to live in locations affected by poor air quality from road transport. The investment in Farnham infrastructure is one example of a project SCC are leading to work towards reducing transport emissions.	[Hajat, A., Hsia, C., & O'Neill, M. (2015). Socioeconomic disparities and air pollution exposure: A global review.]	Equality Impact Assessments will be completed for individual projects.	Farnham Infrastructure Project 2021 - 2036	Transport and infrastructure
Low income households are at a greater risk of fuel poverty which will be exacerbated by requirements to fit electric boilers and heat pumps which may increase household bills. Lower income households will not be able to afford the measures needed to comply with the targets in the delivery plan and will need support e.g. pay-as-you-save loans.  Better insulated houses can also lead to improved health.	[Hills, J. (2012). Getting the measure of fuel poverty: Final report of the fuel poverty review]  [The Marmot Review Team. (2011). The health impacts of cold homes and fuel poverty. London: Friends of the Earth & The Marmot Review Team.]	The decarbonisation of housing outlined in the delivery plan must take a 'whole-house' approach to avoid increasing utility bills for households. This is especially important as electricity is currently significantly more expensive than gas. Houses must be checked for need of double-glazing, insulation and renewable energy at the same time as fitting other measures such as heat pumps. Accessible funding schemes must be implemented.	The Green Jump Surrey funding is available on a first-come, first-serve basis. The project allows for up to 900 homes to be supported and will run until the 30th September 2021.	Greener Futures, Action Surrey. D&B Housing Officers
Funded training opportunities in the green economy may benefit those who are struggling to finance further training, or are not in employment.		Ensure that training opportunities are funded, accessible and promoted in Job Centres.	2022 onwards	Greener Futures, Economic Development, Adult Education

Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of residents?</b></p> <p><b>Are there any dependencies decisions makers need to be aware of</b></p>	<p>The Climate Change Delivery Plan will impact all those who live, work and travel in Surrey so therefore other programmes are likely to affect the same groups of residents. However, the negative impacts of not mitigating climate change will</p>



# Equality Impact Assessment

<b>Question</b>	<b>Answer</b>
	vastly outweigh the potential negative impacts of the mitigation outlined in the CCDP.

<b>Question</b>	<b>Answer</b>
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	Identifies negative impacts that can't be mitigated, together with evidence.

## Gender

<b>Question</b>	<b>Answer</b>
<b>What information (data) do you have on affected service users/residents with this characteristic?</b>	In the UK 50.6% of the population is female, and Surrey is in line with this statistic.
<b>Impacts</b> (Delete as applicable)	Both

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<b>Impacts identified</b>	<b>Supporting evidence</b>	<b>How will you maximise positive/minimise negative impacts?</b>	<b>When will this be implemented by?</b>	<b>Owner</b>
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Please see above as residents who are impacted due to gender.	N/A	The Equality, Diversity and Inclusion Programme will support and protect staff with protected characteristics to improve the support SCC provide them.	N/A	N/A





Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
Women are less likely to cycle for travel than men, so to avoid women being left behind in shift to active travel programmes need to support women to cycle.	In the active lives survey from 2017/18 it was found that only 8.3% of women cycle for travel compared to 17.4% for men, whilst 76.5% walk for leisure compared to 73.9% for men.	The Rethinking Transport Programme will be exploring developing training opportunities for women and girls to boost confidence in cycling.	2022	Rethinking Transport.
Addressing energy consumption and efficiency in the home can not only substantially reduce the county's emissions, but also help to reduce the occurrence of fuel poverty by reducing the energy requirements in the home, of which 7.7% of Surrey's population are fuel poor households. Poorly or inefficiently heated houses can create cold homes which have significant and demonstrable health impacts, or worsening of existing health conditions. There are half a million more women in poverty in UK, and therefore likely to be suffering the effects of poorly heated homes.	<a href="https://www.jrf.org.uk/blog/iwd2018-time-loosen-grip-poverty-women-uk">[https://www.jrf.org.uk/blog/iwd2018-time-loosen-grip-poverty-women-uk]</a>	<p>Full assessment of individual actions prior to further development and delivery, ensuring actions and communications are targeted towards the groups identified as appropriate.</p> <p>Example actions include:</p> <ul style="list-style-type: none"> <li>• Monitor energy use within social housing to identify measures that can be developed to tackle low energy efficiency.</li> </ul> <p>The Green Jump Surrey scheme will support eligible low-income households with matched funding to retrofit their homes.</p>	2021 onwards	Greener Futures, District and Borough Housing Officers

Question	Answer
<b>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</b>	The Climate Change Delivery Plan will impact all those who live, work and travel in Surrey so therefore other programmes are likely to affect the same groups of staff. However, the negative impacts of not mitigating climate change will vastly outweigh the potential negative impacts of the mitigation outlined in the CCDP.

Question	Answer
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	Identifies negative impacts that can't be mitigated, together with evidence.

# Equality Impact Assessment

## 3. Staff

### Age

Question	Answer
What information (data) do you have on affected service users/residents with this characteristic?	As of 2020, 4.84% of Surrey County Council staff were aged 13-24 years and 13.48% were aged over 60 years.  Surrey County Council has an Early Careers Network to support mainly younger employees in the initial stages of their careers in local government.
Impacts (Delete as applicable)	Both

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Please see above for the impacts that the Climate Change Delivery Plan will have on age of residents.	N/A	The Equality, Diversity and Inclusion Programme will support and protect staff with protected characteristics to improve the support SCC provide them.	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	The Climate Change Delivery Plan will impact all those who live, work and travel in Surrey so therefore other programmes are likely to affect the same groups of





<b>Question</b>	<b>Answer</b>
	staff. However, the negative impacts of not mitigating climate change will vastly outweigh the potential negative impacts of the mitigation outlined in the CCDP.

<b>Question</b>	<b>Answer</b>
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	Identifies negative impacts that can't be mitigated, together with evidence.

## Pregnancy and Maternity

<b>Question</b>	<b>Answer</b>
<b>What information (data) do you have on affected service users/residents with this characteristic?</b>	The Parent and Carer Network supports employees with this characteristic. Anecdotally there are a significant number of parents working for Surrey County Council, although data is not available.
<b>Impacts</b> (Delete as applicable)	<b>Both</b>

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<b>Impacts identified</b>	<b>Supporting evidence</b>	<b>How will you maximise positive/minimise negative impacts?</b>	<b>When will this be implemented by?</b>	<b>Owner</b>
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Please see above the impacts identified for residents in the protected group.	N/A	The Equality, Diversity and Inclusion Programme will support and protect staff with protected characteristics to improve the support SCC provide them.	N/A	N/A

# Equality Impact Assessment

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
The agile working programme, which will reduce the need to travel to work may benefit pregnant employees and those who are returning from maternity leave to attend necessary appointments and balance child care.		Regular conversations with your manager to ensure that both business and personal needs are met.	Ongoing	Agile Working Programme
Anecdotally, pregnant, or new parents may find it more difficult to reduce car dependency due to need to attend appointments and transport child.		Regular conversations with your manager to ensure that both business and personal needs are met.	Ongoing	Managers

Question	Answer
<b>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</b>	The Climate Change Delivery Plan will impact all those who live, work and travel in Surrey so therefore other programmes are likely to affect the same groups of staff. However, the negative impacts of not mitigating climate change will vastly outweigh the potential negative impacts of the mitigation outlined in the CCDP.

Question	Answer
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	Identifies negative impacts that can't be mitigated, together with evidence.

## Socio-economic disadvantage

Question	Answer
<b>What information (data) do you have on affected service users/residents with this characteristic?</b>	<p>Surrey County Councils lowest paid employees are defined as those who are paid on the lowest Surrey Pay grade, PS 1/2 . As of 1<sup>st</sup> April 2020 this equates to £17,457 per annum for full time staff.</p> <p>The salary for level 2/3 apprenticeships is 85% of grade PS1 in year one, rising to the full rate of pay in year two. The salary for level 4/5 apprenticeships is at Surrey Pay grade PS3.</p> <p>There are several contributing factors to whether a member of staff might be in this category, including dependents, whether they are part-time and outgoings.</p>





Question	Answer
<b>Impacts</b> (Delete as applicable)	Both

Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Please see above for the residents who are impacted by socio-economic disadvantage.	N/A	The Equality, Diversity and Inclusion Programme will support and protect staff with protected characteristics to improve the support SCC provide them.	N/A`	N/A
Those who are lower paid employees may also need to travel extensively for business travel (e.g. adult social care workers). The target to reduce business travel emissions by 89% will disproportionately impact on these staff who may not be able to afford a zero emissions vehicle or access charging points at home.	[ <a href="https://www.smf.co.uk/electric-vehicle-switchover-risks-backlash-without-support-for-low-income-voters/">https://www.smf.co.uk/electric-vehicle-switchover-risks-backlash-without-support-for-low-income-voters/</a> ]	The Greener Futures Strategic Board, which feed into the Corporate Leadership Team, will take responsibility to ensure that lower income staff are not financially disadvantaged by any of the policies that SCC will be putting in place to achieve our carbon reduction targets. This might be through purchasing a fleet of Surrey County Council zero-emission vehicles for those employees, such as care workers, to use.	2022 onwards	Greener Futures, HR, Sustainable Fleet Manager

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Question	Answer
<b>What other changes is the council planning/already in place that may affect the same groups of residents?</b> <b>Are there any dependencies decisions makers need to be aware of</b>	The Climate Change Delivery Plan will impact all those who live, work and travel in Surrey so therefore other programmes are likely to affect the same groups of residents. However, the negative impacts of not mitigating climate change will

# Equality Impact Assessment

<b>Question</b>	<b>Answer</b>
	vastly outweigh the potential negative impacts of the mitigation outlined in the CCDP.

<b>Question</b>	<b>Answer</b>
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	Identifies negative impacts that can't be mitigated, together with evidence.

## Disability

<b>Question</b>	<b>Answer</b>
<b>What information (data) do you have on affected service users/residents with this characteristic?</b>	As of 2020, 2.69% of Surrey County Council Staff declared a disability. Surrey County Council has a staff disability network. [ <a href="https://www.surreycc.gov.uk/__data/assets/pdf_file/0006/91707/Equalities-and-Diversity-Profile-2018-2020-1.pdf">https://www.surreycc.gov.uk/__data/assets/pdf_file/0006/91707/Equalities-and-Diversity-Profile-2018-2020-1.pdf</a> ]
<b>Impacts</b> (Delete as applicable)	Both

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<b>Impacts identified</b>	<b>Supporting evidence</b>	<b>How will you maximise positive/minimise negative impacts?</b>	<b>When will this be implemented by?</b>	<b>Owner</b>
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Please see above as residents who are impacted with disabilities.	N/A	The Equality, Diversity and Inclusion Programme will support and protect staff with protected characteristics to improve the support SCC provide them.	N/A	N/A





Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
Schemes to reduce council business travel by 89% may negatively impact staff who are unable or do not want to use public transport due to access issues.	Findings from a study by Scope showed that 30% of disabled people say that difficulties with public transport has reduced their independence.  [ <a href="https://www.scope.org.uk/campaigns/travel-fair/travel-fair-report-summary/">https://www.scope.org.uk/campaigns/travel-fair/travel-fair-report-summary/</a> ]	Improve accessibility on public transport, ensure that all Council buildings are fully accessible by integrated public transport. Provide opportunities to use council fleet zero emission vehicles if there is no alternative.	2022 onwards	Greener Futures, HR

Question	Answer
<b>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</b>	The Climate Change Delivery Plan will impact all those who live, work and travel in Surrey so therefore other programmes are likely to affect the same groups of staff. However, the negative impacts of not mitigating climate change will vastly outweigh the potential negative impacts of the mitigation outlined in the CCDP.

Question	Answer
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	Identifies negative impacts that can't be mitigated, together with evidence.



# Equality Impact Assessment

## 4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
What changes have you made as a result of this EIA?	Why have these changes been made?
Identified that action to reduce SCC business travel to net-zero would disproportionately discriminate against lower paid staff who have essential car travel for their role as they are unable to afford electric vehicles. It will be considered that a scheme needs to be put in place to make electric vehicles available to these staff.	We have set a target of reducing carbon emissions by 89% by 2030, which would disproportionately discriminate against lower paid members of staff who may find it difficult to personally purchase ultra-low or zero carbon emission vehicles.
Identified that actions that increased safety for women and LGBTQI persons would enable them to increase their use of public and active transport	A recognition that the biggest limit on these groups utilising public transport is not due to lack of concern about the environment but concerns for safety. Exploring need for adult education classes on confident cycling for underrepresented groups through the Rethinking Transport Programme.
Noting the need for any skills-based training and learning as part of the green economy shift is equally promoted with women, those of ethnic minority background and other protected characteristic.	The need to limit further entrenching inequalities that exist in economic accessibility for these groups within traditional markets.

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## 5. Recommendation

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	<b>No major change to the policy/service/function required.</b> This EIA has not identified any potential for discrimination or negative impact, and all opportunities to promote equality have been undertaken	
Outcome Two	<b>Adjust the policy/service/function</b> to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?	Yes
Outcome Three	<b>Continue the policy/service/function</b> 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"> <li>• Sufficient plans to stop or minimise the negative impact</li> <li>• Mitigating actions for any remaining negative impacts plans to monitor the actual impact.</li> </ul>	
Outcome Four	<b>Stop and rethink</b> the policy when the EIA shows actual or potential unlawful discrimination  (For guidance on what is unlawful discrimination, refer to the <a href="#">Equality and Human Rights Commission's guidance and Codes of Practice on the Equality Act</a> concerning employment, goods and services and equal pay).	

# Equality Impact Assessment

Question	Answer
<b>Confirmation and explanation of recommended outcome</b>	The positive impacts of the Climate Change Delivery Plan across the council's services and related policies, which include transport, environment, and planning amongst others, significantly outweigh the potential negative risks. There are some potential barriers to achieving equality mostly associated with the promotion of active and public transport which may hinder accessibility. The projects or schemes associated with the strategy are still high level and therefore although adjustments have been made to the actions to be explicit that accessibility should not be compromised in their implementation. It is therefore recommended that specific EIAs are carried out on the projects when designed in more detail.

# Equality Impact Assessment

## 6a. Version control

Version Number	Purpose/Change	Author	Date
0.3	Full Draft	Charlotte Swope	14/05/2021
0.4	Update	Charlotte Swope	29/09/2021

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 – Katie Sargent	29/09/2021
Executive Director – Katie Stewart	
Cabinet Member	
Directorate Equality Group	

<b>EIA Author</b>	Charlotte Swope
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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
Katie Sargent	Greener Futures Group Manager	SCC	Group Manager
Joanna Adsoy	Project Manager	SCC	Project Manager
Charlotte Swope	Environment Officer (Comms, Engagement and Delivery)	SCC	Environment Officer
Adam Whittaker	Policy and Strategic Partnerships Manager	SCC	Corporate Equalities Oversight

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

Tel: 03456 009 009  
 Textphone (via Text Relay): 18001 03456 009 009  
 SMS: 07860 053 465  
 Email: [contactcentre@surreycc.gov.uk](mailto:contactcentre@surreycc.gov.uk)

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**SURREY COUNTY COUNCIL****CABINET****DATE: 27 JUNE 2023****REPORT OF: MATT FURNISS – CABINET MEMBER FOR TRANSPORT, INFRASTRUCTURE & GROWTH****LEAD OFFICER: KATIE STEWART – EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE****SUBJECT: SURREY INFRASTRUCTURE PLAN – PHASE 4 SCHEMES**

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

**SUMMARY OF ISSUE:**

Investment in infrastructure is essential for sustainable economic growth and to cater for the needs of Surrey's businesses and communities. The Surrey Infrastructure Plan Prioritisation Framework was approved by Cabinet in February 2021. This adopted a new approach to developing and prioritising infrastructure projects across the county. The plan allows for a more flexible approach whereby all projects are assessed on how they meet a range of outcomes and align to new and emerging funding opportunities as they arise. The plan introduces a continuous cycle of schemes as they move from concept to implementation stages.

This report recommends the approval of a further phase of schemes to be implemented, identifies additional schemes requiring further development and provides a brief update on the status in the earlier phases which were approved by Cabinet in October 2021, May 2022 and November 2022.

**RECOMMENDATIONS:**

It is recommended that Cabinet:

1. Agree the implementation of the Surrey Infrastructure Plan Phase 4 projects identified in this report and set out in Appendix 1, within the approved budget envelope, subject to the final business case for each scheme being approved by the Capital Programme Panel.
2. Agree to delegate the development and delivery of the schemes to the Executive Director of Environment, Transport & Infrastructure, in consultation with the Cabinet Member for Transport, Infrastructure & Growth.

## REASON FOR RECOMMENDATIONS:

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

## DETAILS:

### Background

1. Cabinet approved the adoption of a prioritisation framework to assess infrastructure projects at its meeting on 23 February 2021. The framework includes a process by which the objectives used for the assessment process are linked to the SCC priority objectives, as contained in its Organisational Strategy 2021-2026. The SIP provides a framework to identify opportunities for linking requirements and funding to enable the Council to maximise the value of investment by ensuring multiple outcomes are achieved wherever possible. Governance and oversight of the delivery of these multiple infrastructure projects will be through the SIP Programme Board established in October 2021.
2. Following Cabinet, the partners involved in the development of the Surrey Place Ambition 2050 were consulted and the assessment of projects shared. This included all 11 Districts and Boroughs (D&Bs), both Local Economic Partnerships and the Surrey Wildlife Trust. Other parties including Network Rail, Homes England and National Highways were informed, along with neighbouring authorities where there were schemes crossing the boundary.
3. The engagement with partners led to the conclusion that this exercise and the wider development and delivery of infrastructure should be an ongoing, dynamic process rather than a one-off exercise, which is historically how local government has operated in this space. The evolving societal impacts as a result of the Covid pandemic are leading to new travel patterns and behaviours, most notably a trend towards working from home and a greater focus on local places, which means that the infrastructure requirements of our communities are changing. In addition, the Local Plan process means the D&Bs are at different stages, as are their CIL rounds and therefore ongoing dialogue and engagement is key to ensuring that the County Council can work in partnership to provide the right level of investment in infrastructure across the county. This engagement continues on a regular and ongoing basis as the SIP continues to evolve, including a focus on securing CIL as part of the funding package.
4. The development of the Surrey Transport Plan, the creation of the Economic Growth Strategy – Plan for Growth and the work on the Greener Futures net zero carbon delivery plans (for the Council and county), mean that it is critical for the Council to continue to keep its infrastructure priorities under review and

to ensure these new and emerging policy agendas are reflected in the delivery of infrastructure into the future.

### **Surrey Infrastructure Plan – Project selection**

5. Through the development of the SIP, a list of over 140 infrastructure projects have been identified between SCC and its partners. All schemes were assessed using the prioritisation framework agreed by Cabinet in February 2021 and the list of schemes within each District or Borough boundary was shared with the relevant officers at each authority. The projects in this fourth phase, noted in Appendix 1, have been recommended for implementation based on the availability of funding, support from the relevant District or Borough, are considered feasible and have been assessed using the SIP prioritisation framework as having positive outcomes, including particularly those linked to greener futures and economic growth priorities.
6. The estimated cost of the Category 1 projects in this report is approximately £28.42m, made up of £22.62m from SCC capital which in turn leverages in approximately £5.80m from external partners or from Section 106 planning contributions / CIL. Wherever possible, officers will continue to pursue external funding for these projects, and where such external funding can be secured, this will reduce the Council's contribution.
7. Consideration of a project's impact to the county's carbon emissions will be made, with the level of assessment and therefore the accuracy of such carbon impact assessment improving as the project matures from feasibility through to detailed design. The detail of each assessment will increase as the project matures and will include construction emissions, embedded carbon, and operational emissions. An outline assessment will be undertaken at the initial outline business case stage; this will help inform the solution for the next design stage. In this case, this could lead to a scheme's design evolving to include further measures to mitigate carbon emissions – measures that maximise facilities for active travel modes, for example. The carbon assessment following the detailed design will demonstrate how, throughout the design process, carbon impacts have been mitigated in line with our net zero target.
8. An update on the status of the previously approved Category 1 projects is included in Appendix 2.
9. A further list of projects is also noted in Appendix 3. These category 2 projects require feasibility and development work before an assessment can be made as to whether they can move to implementation (Category 1). These Projects will be developed using feasibility funding already approved by Cabinet, along with other funding from partners where available. Those schemes that are considered suitable for implementation will then be recommended to Cabinet later this year as part of the ongoing cycle of scheme development and implementation. This list is flexible and subject to change as priorities are put forward by partners and the feasibility work is progressed. A map of all the Category 1 and 2 projects is included.

## Surrey Infrastructure Plan – Phase 4 Projects

10. The projects considered as part of this fourth phase are summarised below:

### **A25 Dorking to Reigate Safer Roads Fund Project - £1.8 million**

11. The Department for Transport have provided a £1.8 million grant to enable the County Council to introduce a package of highway improvements to reduce the risk of collisions resulting in injury, (especially fatal or serious injury) along the 8.4km route of the A25 between Dorking and Reigate.
12. The Road Safety Foundation (RSF) have identified this route as being within the worst A-road routes in England for the number of fatal and serious injuries per vehicle kilometre travelled. For example, there were a total of 70 collisions resulting in injury from 2017 to the end of November 2022. These included one collision resulting in a fatal casualty, and 22 collisions resulting in serious injuries. It is notable that out of these 70 collisions, 26 (37 per cent) involved injury to motorcyclists and 17 (24 per cent) involved injury to pedal cyclists. This is due in part to the popularity of the road for motorcycling and pedal cycling for leisure, with the popular gathering points of Rykers Café and Box Hill for motorcyclists and pedal cyclists respectively, located not far away. The A25 is also the main east to west route corridor through Surrey.
13. The proposals seek to address deficiencies in the safety of the existing highway, as identified through a specific modelling and appraisal process (iRAP assessment) provided by the Road Safety Foundation. Alongside the deficiencies, the proposals also address known safety problem identified following inspection of the history and pattern of collisions along the route alongside local engineering knowledge of opportunities to improve the infrastructure to reduce the risk and consequences of collisions using a “Safe Systems” philosophy.
14. As well as reducing the risk of road casualties, care has also been taken to ensure that the proposals support the County Council’s Local Transport Plan 4 and DfT’s objectives of supporting active travel. For example, the scheme includes proposals for pedestrian improvements and proposals for cycle lanes segregated from pedestrians and motor vehicles wherever possible in the built-up sections of the route within Dorking and Reigate.

### **Farnham Town Centre Improvements - £17.5 million**

15. The Farnham Town Centre Improvement scheme aims to improve the quality of the public realm with improved access to walking, cycling and bus infrastructure. The safety and user experience across low-carbon, low-cost and healthier forms of travel will contribute to decarbonisation targets, improving health and wellbeing and increasing transport inclusion.
16. A public consultation for the Town Centre options was held between 11 July and 9 October 2022. The consultation outcome recommended Option B, this included Castle Street, Downing Street, The Borough plus the potential for an



active travel route on Park Row. A review of the proposals presented during the consultation exercise on Bear Lane, South Street, Victoria Road, Woolmead Road / East Street – and Union Road is currently being undertaken as views were mixed and there was a need to investigate permitted traffic movements and the impact of the Brightwell's development Section 278 design.

17. The scheme cost is estimated at £17.5 million to support the delivery of this project over the next three years. This report seeks a contribution from SCC for £14.0 million with the remaining match funding found from third party contributions. £250,000 has already been secured through S106 developer contributions. In partnership with Waverly Borough Council and Farnham Town Council, SCC will be seeking further CIL contributions from both parties towards the scheme, for which a bid will be submitted in October 2023. SCC funding would only be drawn down when the full funding from third parties is secured.

#### **Water Lane Pedestrian Crossing, Farnham - £505,000**

18. The project aims to optimise the available carriageway space within the adopted public highway, improve air quality through less idling traffic and enhance safety for both vehicular traffic and importantly active travel modes towards the nearby Supermarket and retail opportunities. This will be via an improved toucan crossing, encouraging active travel and contributing to the ongoing shift to Net Zero.
19. The current total scheme cost is estimated at £504,894. Waverley Borough Council has awarded £404,894 of CIL funding, and SCC has secured - through S106 developer contributions - match funding of £100,000.

#### **Pedestrianisation of the Square, Shere - £25,000**

20. The project aims to create a pedestrian area in the village centre as a safe space where the community can come together and enjoy the outside space, improving health and wellbeing. The area will be enhanced with seating, planters to create a more pleasant space for residents and visitors to enjoy. Cycle stands will be provided to accommodate visitors to the village and further encourage cycling in the local area. The existing parking will be rationalised allowing the village centre to be accessible to all.
21. The total cost of the scheme is estimated to be in the region of £25,000. Match funding options are limited in this locality but are currently being explored, and if secured would reduce the SCC proposed contribution accordingly.

#### **Liveable Neighbourhoods Tranche 1A Programme - £3.59 million**

22. Liveable neighbourhoods will deliver solutions that will improve the pedestrian and cycling environment through interventions to lower traffic speeds and increase the perception of road safety, particularly for vulnerable road user groups. The first batch of DfT (Department for Transport) design-funded Liveable Neighbourhood zones has been identified in the towns of Egham and

Sunbury. The Tranche 1A Programme includes Liveable Neighbourhood Zones namely RU7 in Egham; and SP7 in Sunbury.

Sunbury Liveable Neighbourhood (Zone SP7) - £1,700,000

23. Physical infrastructure will be designed to support compliance with a proposed 20mph speed limit, for example through physical traffic calming and vehicle activated signs. Designs will also include measures to enhance accessibility, for example through additional provision of dropped kerbs, thereby enhancing accessibility for pedestrians including users in wheelchairs, those with push chairs and users with restricted mobility. The DfT has awarded funding of £302,800 funding to progress design and stakeholder engagement. Construction of scheme subject to consultation is from 2024/25. Funding request may be offset by bid to Active Travel England later in 2023/24.

Egham Liveable Neighbourhood (Zone RU7) - £540,200

24. There are a high number of schools and nurseries in vicinity of the zone and the RU7 interventions will aim to complement safer routes to schools and support an active travel lifestyle from an early age. Physical infrastructure will be designed to support compliance with a proposed 20mph road speed limit. Designs will also include measures to enhance accessibility, for example through additional provision of dropped kerbs, thereby enhancing accessibility for pedestrians including users in wheelchairs and those with push chairs and users with restricted mobility. The DfT has awarded funding of £97,700 to develop design proposals and stakeholder engagement for RU7 and SP7 Liveable Neighbourhood zones. Construction is provisionally planned for 2024/25. Funding request may be offset by future bids to Active Travel England later in the year.

Further four Liveable Neighbourhood Zones - £1,350,000

25. Up to four further Liveable Neighbourhoods are to be developed within the Tranche 1A Programme. These zones will be officer-recommended but subject to Cabinet Member approval and will sit within the total project budget envelope of £1,350,000. These four Liveable Neighbourhood zone proposals are still in early development, and further work is necessary to ensure achievement of the highest possible level of community and political acceptance as well as public support. It is anticipated these proposals can be developed during 2023/24 with the potential for some of these to be implemented later in the year, subject to community and member engagement.

## **Infrastructure to support housing**

### Ash Road Bridge - £5.0 million

26. Ash Road Bridge is a scheme led by Guildford Borough Council (GBC) to support the development of housing on adjacent land parcels and within the wider Ash & Tongham area. Upon opening of the new road, the level crossing will be closed to motorised traffic. In time a new footbridge should be implemented, by GBC, to allow the level crossing to be stopped up entirely, resulting in a safety improvement for Network Rail.
27. The closure of the level crossing to motorised traffic will reduce congestion in the area and improve capacity at several junctions. It is also likely that vehicles which currently use rural lanes such as Harpers Lane, Wyke Lane, Foreman Road and Grange Road to avoid the level crossing will re-route onto the new Ash Road Bridge. This redistribution of vehicles provides capacity improvements and is a betterment for those residents living on the rural lanes.
28. The total cost of the scheme is estimated at £44.5m. GBC have advised they are unable to deliver this project without securing additional investment. Given the importance of this project to facilitate housing development, through a funding agreement entered by both SCC and GBC, SCC will agree to make a capital contribution of £5 million to support the delivery of this project.

### A320 HIF Scheme North of Woking

29. The A320 North of Woking Housing Infrastructure Fund project will provide additional capacity improvements to local junctions and links within the local highway network and in doing so help unlock much-needed additional housing.
30. SCC in conjunction with Runnymede Borough Council submitted a bid to the Government's Housing Infrastructure Fund in March 2019 to deliver the project to support the development of over 3,000 additional homes allocated within the Runnymede Local Plan. Following a comprehensive and detailed due diligence process by Government, the Ministry of Housing, Communities & Local Government confirmed on 12 March 2020 that SCC had been awarded £41.8 million for the project.
31. Since October 2020 and the signing of the GDA, the project has been steadily progressing to secure the design, utilities works, planning and land required for the project whilst more recently finalising the scope of the works contract and commencing the tendering process in order to appoint a delivery partner for construction.
32. Following the tendering process a delivery partner has been selected and contract formalities are currently in progress. As these contract formalities are commercially sensitive at this time, a further update is set out in a Part 2 item to this report.

## Levelling Up Bid Project updates

33. Two projects that had been recommended to be taken forward in the report approved at Cabinet in November 2022 were Woking Sustainable Transport Corridor and Caterham Town Improvement Package. Both relied on Government Levelling Up Funding to progress. Unfortunately, both projects were unsuccessful in securing this funding. The following provides an update as to how these projects will progress considering this recent funding decision.

### Woking Sustainable Transport Corridor Improvements

34. Woking Sustainable Transport Corridor was not funded by Government as part of the levelling up bid that was made in August 2022. A single component from this scheme namely the Woking to West Byfleet Cycle Corridor together with four liveable Neighbourhoods were submitted as part of the Active Travel England (ATE) bid in February 2023. The named cycle corridor above, again did not receive funding however ATE have indicated that they would welcome this scheme being put forward in future funding rounds that they will be running in the next year.

### Caterham Town Improvement Package

35. The Caterham Levelling Up Bid has now been determined and was not successful. The bid centred on public realm works in both Caterham Valley and Caterham on the Hill, with flood alleviation measures incorporated where possible. The aim of the bid was to help unlock the barriers to inward investment in the town and create a catalyst for sustainable economic growth. The content of the bid was shaped through discussion with SCC and Tandridge District Council Members at the 'Caterham Crew' (SCC's and TDC's partnership approach for Caterham) supported by the vision of the Caterham town centre masterplan. Despite the unsuccessful bid, the Croydon Road public realm scheme is advancing well with anticipated delivery on the ground this financial year.
36. The Levelling Up Bid included further public realm improvements on Station Avenue and Godstone Road in Caterham Valley as well as the High Street in Caterham on the Hill incorporating flood alleviation measures such as rain gardens and tree planting. Discussions are currently ongoing with Tandridge District Council to explore alternative funding options and delivery of these schemes as a possible second phase following on from Croydon Road.
37. Similarly, conversations are ongoing with regards how to progress the flood alleviation measures at Queens Park that were also part of the Levelling Up Bid to slow flow of water during storm events at Caterham on the Hill. Whilst flood reduction measures for Caterham Valley at Dome Hill and Timber Hill are progressing well at design appraisal stage.

## **RISK MANAGEMENT AND IMPLICATIONS:**

38. Risks will be monitored and managed by project. The business cases that will be submitted to the Capital Programme Panel (CPP) will therefore include details on any project risk and mitigation.

## **FINANCIAL AND VALUE FOR MONEY IMPLICATIONS**

39. The development of the SIP has been funded by the Council's Feasibility Fund. The Council's capital pipeline makes provision for scheme costs, and this report outlines the estimated costs for the projects/programmes noted in this next phase. The full business cases that will be prepared for each project and considered by the CPP will set out in more detail the spend profile, the value for money and any external or third party funding identified.
40. All costs are estimated at this stage, and in some cases external funding contributions are subject to further approval. Projects will only be agreed within the overall SIP budget envelope approved by Cabinet with variations to cost estimates for each scheme between this report and Full Business Case to be managed by the SIP Board in conjunction with CPP. Further feasibility work will be required for those schemes noted in Category 2 for which funding will be sought from the Feasibility Fund and any external contributions from partners where available.

## **SECTION 151 OFFICER COMMENTARY**

41. Significant progress has been made in recent years to improve the Council's financial resilience and the financial management capabilities across the organisation. Whilst this has built a stronger financial base from which to deliver our services, the increased cost of living, global financial uncertainty, high inflation and government policy changes mean we continue to face challenges to our financial position. This requires an increased focus on financial management to protect service delivery, a continuation of the need to be forward looking in the medium term, as well as the delivery of the efficiencies to achieve a balanced budget position each year.
42. In addition to these immediate challenges, the medium-term financial outlook beyond 2023/24 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 the stable provision of services in the medium term.
43. The Surrey Infrastructure Plan is included in the approved capital programme 2023-28. Individual schemes will be considered in detail by the Council's Capital Programme Panel, within the overall Surrey Infrastructure Plan budget envelope approved by Cabinet. As such, the Section 151 Officer supports the proposed approach.

**LEGAL IMPLICATIONS – MONITORING OFFICER**

44. There are no significant legal implications raised in the report at this stage. There will be contractual agreements to be entered into as part of the projects. Some of these projects may also require traffic regulation orders as well as potential land acquisition, both of which are subject to their own statutory processes.

**EQUALITIES AND DIVERSITY**

45. The Public Sector Equality Duty is a duty imposed on all UK public bodies by section 149 of the Equality Act 2010, to have due regard when exercising their functions and making decisions to the need to eliminate the types of conduct which are prohibited under the Equality Act 2010 and to advance equality of opportunity and foster good relations between those who have particular protected characteristics and those who do not. Equalities impacts of the SIP will be monitored and managed according to each project. Equality Impact Assessments (EIAs) will be undertaken for each project to ensure that any negative consequences for people protected under the Equality Act 2010, (and other vulnerable groups as recognised by Surrey County Council), caused by changes to services, policies and functions, are minimised and opportunities for promoting fairness and respect are maximised.

**OTHER IMPLICATIONS:**

46. 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.

<b>Area assessed:</b>	<b>Direct Implications:</b>
Corporate Parenting/Looked After Children	No significant implications arising from this report
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report
Compliance against net-zero emissions target and future climate compatibility/resilience	The proposed projects will contribute to reducing emissions through improving infrastructure needed to promote active travel, use of public transport, uptake of electric vehicles and waste recycling contributing to Surrey climate change delivery plan targets. The Construction phase will involve generation of carbon emissions which will be prioritised through procurement of Contractors that will assess the emissions and climate impact risks at design stage and put in place measures to reduce operational and embodied emissions during Construction and ensure the proofing of infrastructure to

	projected and current climate impacts like flooding and increased temperatures.
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**ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

47. An Environmental Sustainability Assessment (ESA) will be undertaken as required as part of the individual business case development for each scheme.

**PUBLIC HEALTH IMPLICATIONS**

48. Public Health implications will be dealt with within the individual Business Cases.

**WHAT HAPPENS NEXT:**

49. Where appropriate all schemes identified in Appendix 1 will now have a full business case developed and reported to the Capital Programme Panel before they formally commence. They will then be progressed with stakeholders and the community engaged as part of the scheme development before moving to implementation. In addition, schemes identified in Appendix 2 will be further developed using Feasibility Funds with a view they are reported to this Cabinet as part of the next phase of schemes to be implemented. Engagement with all partners including the Districts and Boroughs will recommence to review priorities and agree how schemes are progressed in partnership.

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**Report contact:** James Vaks, PMO Manager, PPS, ETI Directorate, james.vaks@surreycc.gov.uk

**Consulted:**

Communities, Environment and Highways Select Committee – 18 January 2021

**Appendices:**

Appendix 1: Category 1, Phase 4 Projects

Appendix 2: Category 1 projects previously approved by Cabinet update

Appendix 3: Category 2 Projects

**Sources/background papers:**

Surrey Infrastructure Prioritisation Framework – Technical Note, January 2021  
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## Appendix 1: Category 1, Phase 4 Projects

Project	Estimated Project Capital Cost	SCC Contribution requested	Third Party Contributions
A25 Dorking to Reigate Safer Roads Fund Project <sup>1</sup>	£1.8m	zero	£1.8 million from DfT
Farnham Town Centre Improvements <sup>1</sup>	£17.5m	£14.0m	£250,000 S106 Contributions. SCC will be seeking further CIL contributions. A bid will be submitted in October 2023.
Water Lane Pedestrian Crossing, Farnham <sup>1</sup>	£504,894	zero	£404,894 CIL £100,000 S106
Pedestrianising the Square, Shere <sup>1</sup>	£25,000	£25,000	Match funding options are limited in this locality but are currently being explored.
Liveable Neighbourhoods Tranche 1A Programme	£3.59m	£3.59m	£400,500 DfT contribution secured for feasibility and detailed design. SCC will be seeking further CIL contributions from Spelthorne in early 2024 and a further bid will be made to Active Travel England for capital funding to which may reduce SCC contribution requested.
A323 Ash Road Bridge	£5.0m <sup>2</sup>	£5.0m	
<b>Total</b>	<b>£28.42m</b>	<b>£22.62m</b>	

### Notes:

1. Subject to business case approval.
2. Overall project budget is estimated at £44.5m of which a £5m contribution will be made by SCC to Guildford Borough Council.



## Appendix 2: Category 1 projects previously approved by Cabinet update

Project	Update
A308 Corridor Programme	The project is split into four phases, with the next phase of works (Black Dog junction) due to commence on site from July 2023. Implementation of ITS (CCTV, VMS ANPR) underway, this will be co-ordinated with other phases.
Weybridge town centre package	CIL funding awarded in December 2022. A public engagement event was conducted during February and March 2023. Design being updated to reflect feedback received. Construction programmed to commence from August 2023.
Three Arch Junction Modernisation	CIL funding awarded in March 2023. SCC officers are working with Borough to agree land exchange requirements and timescales for this. Design is progressing concurrently with this exercise. Construction of temporary footpath between bus stop and football club now complete.
Woodhatch Junction Improvements	The project was not awarded CIL funding. SCC officers are now reviewing proposal with R&BBC officers to consider alternative options to deliver improvements at the existing junction.
Staines Iron Bridge (Artwork & footway improvements)	Project completed in April 2023.
Boxgrove Roundabout: To link 3 cycling routes	Further traffic modelling required to assess the performance of the proposed changes. Discussion ongoing with construction partner in respect to construction methodology. Subject to the outcomes of the design phase works are programmed for summer 2024.
A3100 London Road, Guildford	As above.
Redhill to East Surrey Hospital, Earlsbrook Rd	Detailed design now in progress, with public engagement planned for autumn 2023.
Ashford Park Estate LTN	Detailed design now in progress, continued stakeholder engagement required to feed into the proposals being developed.
Tongham Village and Ash Improvements	Construction of this projects will be split into two phases. Phase 1 due to commence from September 2023 with the second phase to follow on from February 2024.
Croydon Road Regeneration, Caterham	Detailed design in progress. Construction phase programmed from January 2024.

Project	Update
Cranleigh Public Realm Enhancements	Feasibility design in progress to include stakeholder engagement activities. Subject to design works to commence from summer 2024.
Shelvers Hill, Tadworth Flood Reduction	Design in progress, several survey underway and preparations for public engagement event have commenced. Construction currently programmed for April 2024.
E-Bike Scheme and Infrastructure	Business Case approved in April 2023. Team to commence procurement process with the aim to have this completed by September 2023.
Ewell Village Improvements	Detailed planning underway for community engagement from May. Community representative group update held and local business meeting held.
Horley Town Centre revitalisation programme	Business Case approved in April 2023. SCC officers working with R&BBC in developing the design.

## Appendix 3: Category 2 Projects

### New Category 2 Projects

Project	Project Details
Clockhouse Lane pedestrian and cycle scheme	Project to provide cycling/walking infrastructure from Surrey to Hounslow. Feasibility design to be funded through National Highways Designated funds
Kings Road Improvements, Shalford	A study to consider a package of public realm and pedestrian improvements.

### Existing Category 2 Project (as previously reported)

#### National Highways (NH) Designated Fund schemes

Cycling schemes that provide complementary sustainable transport improvements to the Strategic Road Network. These schemes will link to the LCWIPs.

Project	Update
Godalming to Guildford	Funding has been provided by National Highways to develop the scheme through to end of detailed design stage during 2023/24. Design work is currently in progress.
Camberley to Frimley	Funding has been provided by National Highways to develop the scheme through to end of detailed design stage during 2023/24. Design work is currently in progress.
Redhill to Hooley	Feasibility design work has been progressed for this scheme. The project team are currently seeking feedback from National Highways regarding proposals on and affecting the Strategic Network.

#### Active Travel Schemes

Project	Update
Lower Sunbury Crossing	Feasibility continues. Further discussions to be held with EBC to discuss next steps for the project.
Waverley - Bullers Rd and Hale Reeds School Streets	Legal powers from central government to enforce point closures using camera have been granted. Project will be implemented during FY 2023/24.

## Town and Village Improvements

Projects aim to reduce congestion, improve air quality, provide improvements for pedestrians, vulnerable users, and cyclists as well as public realm enhancements to improve the economy and social infrastructure.

Project	Update
Addlestone Town Improvements	Feasibility design progressing to identify and validation a package of improvement measures for the Town.
Epsom town centre east and the Quadrant	Project is not identified in EEBC draft Local Plan and no longer a priority site for them. Project on hold.
Church Road Ashford – town centre improvements	Discussions held with SCC internal team to develop project scope.
The Street, Compton - Road safety and Public Realm Enhancements	Preliminary design ongoing. Consultation with local Church to understand requirements. Site visit with Heritage Team to understand areas of cultural importance that could be considered for placemaking on the scheme.
Guildford Town Centre Improvements	As part of the Guildford Town Centre Transport Package scheme, Walnut Tree Close has now been made permanently one-way for vehicular traffic following a 6-month trial. Segregated cycle lanes are now provided in both directions making the road safer and a more friendly environment for both pedestrians and cyclists.

## Local Cycling and Walking Implementation Plans (LCWIPs)

Projects that have been developed in partnership with local Boroughs and Districts to identify new or improved walking and cycling facilities. Further schemes to be added to this list pending review.

Project	Update
Reigate and Banstead	LCWIP stage 1 plan complete and signed off. Stage 2 feasibility design/development being prepared to commence shortly.
Woking Town LCWIP	Initial pilot LCWIP for Surrey completed. Scheme design/development being taken forward with support from DfT/ATE in preparation for capital funding bid for delivery stage.
Spelthorne	LCWIP stage 1 plan complete and signed off. Stage 2 feasibility design/development being prepared to commence shortly. Dedicated LCWIP development for RTS scheme active travel plans underway, to connect into Spelthorne borough LCWIP routes.

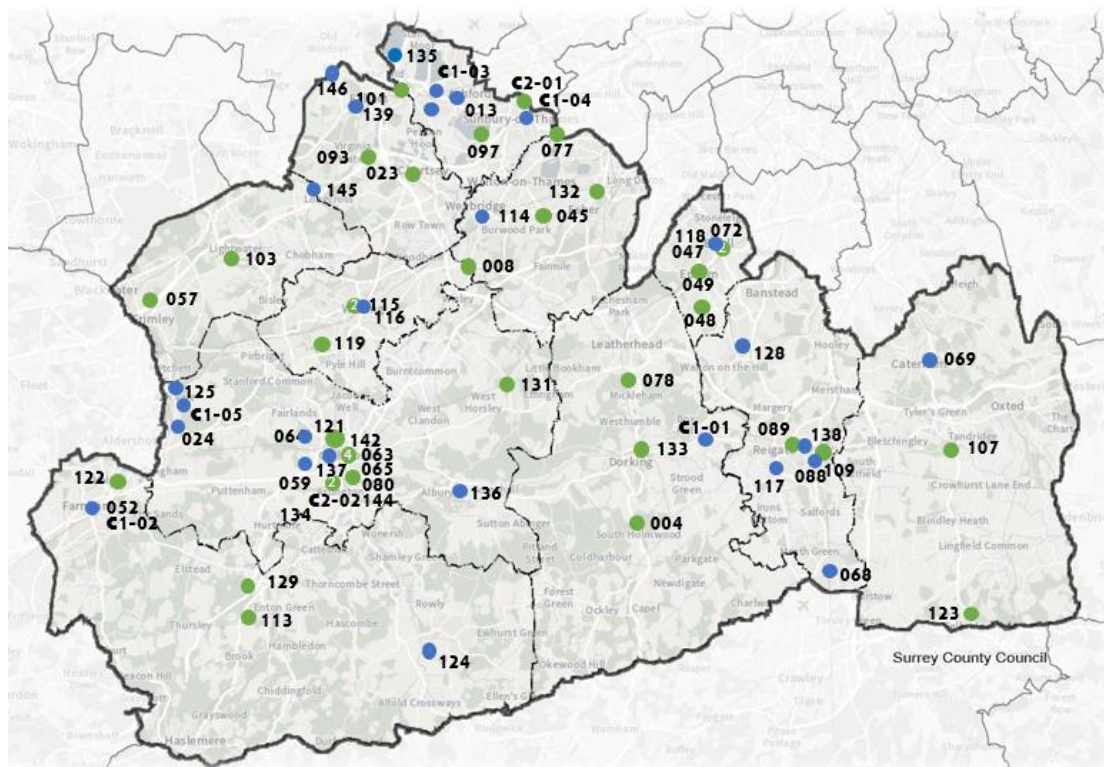
Project	Update
Elmbridge	LCWIP stage 1 plan complete and signed off. Stage 2 feasibility design/development being prepared to commence shortly. Dedicated LCWIP development for RTS scheme active travel plans underway, to connect into Elmbridge borough LCWIP routes.
Runnymede	LCWIP stage 1 plan complete and signed off. Stage 2 feasibility design/development being prepared to commence shortly. Dedicated LCWIP development for RTS scheme active travel plans underway, to connect into Runnymede borough LCWIP routes.
Guildford	Project scope agreed with GBC. LCWIP development to be taken forward in conjunction with Guildford bus priority study. Combined project proposals being prepared, for Q1 start.
Surrey Heath	LCWIP stage 1 underway. Initial long list network plans developed. Large scale change of Cllrs expected with May local elections. Plans prepared to engage with newly elected members to support continued development of the LCWIP area plans.
Mole Valley	LCWIP stage 1 draft final plan complete. Awaiting MVDC Executive endorsement, with SCC Cabinet Member sign off. Stage 2 feasibility design/development being prepared to commence after stage 1 sign off complete.
Epsom Ewell	Project scope being agreed with EEBC. Project proposal being prepared. Programmed for Q1 start.
Waverley	LCWIP stage 1 plan complete and endorsed by WBC Executive. Awaiting SCC Cabinet Member sign off. Stage 2 feasibility design/development being prepared to commence shortly, with inclusion of Farnham Town LCWIP priority schemes.
Tandridge	Project scope being agreed with TDC. Project proposal being prepared. Programmed for Q2 start.
Wider Woking	Project scope being agreed with WBC, with requirement to develop wider borough active travel routes for connection to existing Woking town LCWIP plans. LCWIP development to be taken forward in conjunction with Woking bus priority study. Project proposal being prepared. Programmed for Q2 start.

**Transport Improvement Schemes**

Project	Update
A24 Dorking to Horsham Improvements	Initial feasibility designs have been produced and presented to internal teams and also steering group which includes SCC and WSCC members. Designs to be updated to reflect these discussions.
A22 Whyteleafe to East Grinstead corridor study – including A264 Corridor	A draft brief has been produced which is now with National Highways for comment. The study will explore potential interventions along the A22 to improve safety and reduce congestion. Looking at key junctions including M25 Junction 6 and Felbridge Junction.

<b>Project</b>	<b>Update</b>
M25 Junction 9 (A24/A243)	SCC have contacted National Highways to organise a meeting to discuss a brief for this study.
A245 Smarter Highway - West Byfleet to Painshill	Project yet to commence. Potential National Highways designated Funds bid.
Milford Transport Study	Feasibility study complete.
Guildford Sustainable Movement Corridor Programme	SCC are working with Guildford Borough Council to review and agree the approach to the deliver these packages of schemes.
Guildford West Rail Station (Park Barn) New rail station development.	SCC working with Network Rail to develop design options. GBC have been involved with this process.
Network Rail/DfT Access for All. Improve access at Ash Vale, Horsley, Esher and Dorking Deepdene rail stations.	Access for All bid made and awaiting DfT feedback.
Felbridge A22/A246 Junction improvements	This scheme is now being considered as part of the A22 Corridor Study. This is joint piece of work with West Sussex CC covering the A22 from Whyteleaf to East Grinstead and including the A264 in the vicinity of the Felbridge Junction.
Staines Town Centre Improvements	Project dependent on the outcomes of the Staines Development Framework, which is currently under refinement by SBC.
Kiln Lane Link	Project linked to masterplan. Unlikely to progress within next 5 years.

## Location Plan of Category 1 and 2 Projects



### Existing Category 1 Projects

- [013] A308 Corridor Improvements
- [024] Tongham Village and Ash Improvements
- [069] Croydon Road Regeneration, Caterham
- [109] Three Arch Junction Improvements
- [114] Weybridge Town Centre Improvement
- [117] Woodhatch Junction Improvements
- [121] Boxgrove Roundabout: To link 3 cycling routes
- [124] Cranleigh Public Realm Enhancements
- [125] Ash Vale rail station access
- [128] Shelveys Hill Public Realm Enhancements
- [135] Staines Iron Bridge (short term improvements)
- [137] A3100 London Road, Guildford
- [138] Redhill to East Surrey Hospital, Earlsbrook Rd
- [139] Ashford Park Estate LTN
- [145] A320 HIF Scheme North of Woking
- [146] River Thames Scheme
- [068] Horley Town Centre Improvements
- [118] Ewell Village Improvements
- [142] Guildford E-bike Share Scheme
- [116] Woking STC Improvements
- [069] Caterham Town Centre Improvements

### Countywide locations

- Flooding Alleviation Programme
- EV Charging Programme

### New Category 1 Projects

- [C1-01] A25 Improvements Dorking to Reigate
- [052] Farnham Town Centre Improvements
- [C1-02] Water Lane Pedestrian Improvements
- [136] Pedestrianizing The Square, Shere
- [C1-03] Liveable Neighbourhoods – Egham (zone RU7)
- [C1-04] Liveable Neighbourhoods – Sunbury(zone SP7)
- [C1-05] Ash Road Bridge

### Existing Category 2 Projects

- [004] A24 Dorking to Horsham Improvements
- [008] A245 Smarter Highway Improvements
- [023] Addlestone Town Improvements
- [026] Church Road Ashford Town centre
- [045] Elmbridge LCWIP
- [048] Epsom Ewell LCWIP
- [049] Epsom town centre east and the Quadrant
- [057] Camberley to Frimley NH Designated Funds
- [059] Godalming to Guildford NH Designated Funds
- [063] Guildford Town Centre Improvements
- [064] Guildford LCWIP
- [065] Guildford SMC Programme
- [072] Kiln Lane Link
- [077] Lower Sunbury Crossing
- [078] Mole Valley LCWIP
- [080] Guildford West Rail Station (Park Barn)
- [088] Redhill to Hooley NH Designated Funds
- [089] Reigate and Banstead LCWIPs
- [093] Runnymede LCWIP
- [097] Spelthorne LCWIP
- [101] Staines Town Centre Improvements
- [103] Surrey Heath LCWIP
- [107] Tandridge LCWIP
- [113] Waverley LCWIP
- [115] Woking LCWIP
- [119] Wider Woking LCWIP
- [122] Waverley - Bullers Rd & Hale Reeds School streets
- [123] Felbridge A22/A246 Junction Capacity
- [129] Milford Transport Study
- [131] Horsely Station (Access for All)
- [132] Esher Station (Access for All)
- [133] Dorking Deepdene Station (Access for All)
- [134] The Street, Compton - Road safety and Public Realm
- [144] Guildford East Rail Station (Morrow Park)
- Countywide Smarter Corridor Study

### New Category 2 Projects

- [C2-01] Clockhouse Lane pedestrian and cycle scheme
- [C2-02] Kings Road Improvements, Shalford

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**SURREY COUNTY COUNCIL****CABINET****DATE: 27 JUNE 2023****REPORT OF CABINET MEMBER: DENISE TURNER-STEWART, DEPUTY LEADER AND CABINET MEMBER FOR COMMUNITIES AND COMMUNITY SAFETY****LEAD OFFICER: MARIE SNELLING, EXECUTIVE DIRECTOR CUSTOMER AND COMMUNITIES****SUBJECT: YOUR FUND SURREY- CF218 YVONNE ARNAUD THEATRE****ORGANISATION STRATEGY PRIORITY AREA: EMPOWERING COMMUNITIES****Purpose of the Report:**

This report sets out the key information on the **Yvonne Arnaud Theatre** Your Fund Surrey (YFS) application, for the consideration of Cabinet.

The vision of YFS is to bring community-led and place-making projects to life, with a focus on the wider community benefit that leaves a real legacy.

**Recommendations:**

It is recommended that Cabinet:

1. Approve the full amount requested of £2,988,000 (52% of total project cost), comprised of:
  - Up to £2,988,000 of capital funding towards a project to improve the accessibility of the Yvonne Arnaud Theatre and enable wider community use. To be paid in staged payments, on evidence of spend. The final value of funding will be contingent on Surrey County Council's (SCC) review of a tender before entering into a funding agreement.
  - 5% of which will be retained as final payment until final evidence of income, expenditure and building control sign-off is provided.

**Reason for Recommendations:**

- 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 proposed project will enable the Yvonne Arnaud Theatre (YA), registered charity, to become a thriving, multi-purpose community and cultural hub for the whole of Surrey. The facilities it provides are unique for the County, but the current building is out-dated, inaccessible and not capable of meeting current and future demand.

- The project will ensure that the entire theatre and existing community rooms will become accessible for a variety of new groups and build on the community initiatives and outreach programmes already delivered by the Theatre. Enhanced accessibility will ensure the YA is able to increase its' capacity by 30% and support arts and culture development for charities, schools and diverse community groups across Guildford and Surrey. The development of the YA will ensure the venue, which was built by monies raise by the community themselves, continues to serve a diverse and large number of residents into the future.

### **Executive Summary:**

1. YA is unique in its provision and is Surrey's only producing house. A producing house is a theatre which creates its own shows in-house and includes script writing, set building and casting. The grade II listed three storey building welcomes 128,000 visitors a year, including audiences at performances and community groups.
2. The land is owned by Guildford Borough Council and the building owned by YA. There is a 99 year lease for the land, which has been in place since 1961 with 33 years remaining. YA have a right to renew at the end of the lease term with only minimal costs.
3. YA is a registered charity with eight trustees. The venue was built by monies raised by the community in 1965 and is located in central Guildford. Residents from all 11 districts and boroughs attend the theatre, which also attracts 30% of visitors from outside the County.
4. The theatre aims to fulfil the role of arts and cultural provider, meeting place, place maker, educator, and safe space for diverse communities. It already acts as a community venue with a range of groups using it on a regular basis, but the current layout is inaccessible to people with mobility issues, and many spaces are underutilised.
5. The building is of concrete construction, is outdated and needs repair, refurbishment and re-design. The YA have an ambitious 10 year programme with the following priorities:
  - Improving accessibility
  - Creating new and improved community spaces
  - Creating fit for purpose spaces for creative learning work
  - Improving energy efficiency of the building
6. YA are seeking funding from YFS for phase one of the programme, focussing on accessibility and improving community spaces. The building has many limitations include an outside lift which is too small for a wheelchair and carer and only stops at the top floor. A key element is to install a new accessible lift in the centre of the building to service all floors and consequently a re-design of the floor space throughout the building is required.
7. YFS funding would be used specifically towards new build work in the ground floor foyer, front of house and entrance. Funding would also contribute towards construction of the new accessible lift and accessible toilets across all floors.
8. The project will open up access to various spaces including a large, multi-use room on the third floor. The current inaccessible lift and lack of soundproofing means the room is difficult to access and use has to be scheduled around activities in the auditorium. YA estimate a minimum increase of at least 30% in cultural and arts activities for local and

Surrey wide residents. This is based off conservative estimates and the actual increase is expected to be significantly more.

9. The theatre does not meet current accessibility needs, preventing a large number of groups such as older and disabled residents from accessing the services. There are currently no accessible toilets within the theatre building so as part of the project the ground floor foyer will be redesigned to incorporate accessible toilets.
10. The new lift will also ensure that wheelchair users can access the higher levels of the theatre auditorium so additional wheelchair spaces will be available. At the moment they are limited to 3 on the ground floor.
11. Due to the considerable level of investment, an element of the funding agreement would include the requirement of YA to work with the Council's marketing team to install significant Surrey County Council signage at the front of the building to reflect the project is in partnership with SCC.

### **Project Overview**

12. The impact of the Covid-19 pandemic highlighted the importance of the building's role as a resource for users beyond that of a traditional theatre. YA has increased their role as a community venue and with their creative learning programme they have developed a new vision for the theatre, highlighting its function as a community and cultural hub for Surrey. The creative learning programme deepens community engagement, working with families, those from low socio-economic groups, disenfranchised young people, the elderly, the disabled and the vulnerable.
13. YA has around 100 volunteers who serve as ushers, gardeners and archivists. The theatre has also recently launched a pilot 'Theatre Ambassador' scheme providing opportunities for young adults with additional needs.
14. There are currently six social groups using the building on a regular basis, equating to 113 sessions and 2,924 community participants in 22/23 as well as 270 hires by social groups. This is projected to increase by 30% following the capital works.
15. A significant two year fundraising strategy has been developed by the YA, which began in January 2023. To date £1,200,000 has been raised and the organisations experience of fundraising provides confidence that the remaining £1,635,000 will be achieved within the strategy timeline.

### **Description of project benefits**

16. The main benefits to the project include:
  - i. Supports access to and the development of Arts and Culture in Surrey, through increased range of users and opportunities for volunteering and training.
  - ii. Increases the social cohesion between residents in Guildford and across Surrey.
  - iii. Ensures the theatre and community rooms can be accessed by people with mobility requirements, including appropriate washroom facilities.
  - iv. Creates, and opens up, new community spaces and opportunities for local people.

- v. Increased provision for many under-represented groups through links with several charities and organisations

### Project Timeframes and Management

17. The project will take approximately 60 weeks and will be managed by the Chief Executive who has significant experience in re-development of similar venues. A project manager will be appointed for the build, working in conjunction with the architect and contractor.

### Consultation:

#### Summary of Support

18. Have your say, which featured the Yvonne Arnaud project, received 2,421 comments (90% positive), one of the highest seen to date. In addition letters of support have been received from a wide range of charitable organisations.

19. The Divisional Councillor Fiona Davidson fully supports the application and has commented as follows:

*"I would like to confirm that I am absolutely behind the Yvonne Arnaud's Your Fund Surrey application.*

*I have been extremely impressed by the plans to build on the Yvonne Arnaud's skills and experience to create a community hub and community space, with the objective of providing experiences and services to a wide spectrum of people right across Surrey from school and amateur theatre groups to child carers and to those who need to find a way of expressing their mental health difficulties. All of this as well as continuing to be a producing theatre – and an iconic Guildford venue."*

### Risk Management and Implications:

20. A summary of the key risks to the project is included below. Officers consider there to be adequate controls in place.

Risk description	RAG	Mitigation action/strategy
YA unable to raise the funding gap.		Strong fundraising history and already raised £1.2m. A detailed fundraising strategy in place include details of other funding applications from trusts and other bodies. £1.6m of designated reserves has been set aside to cover any shortfall in the short-term.
Actual project costs rise considerably against QS estimates due to inflationary environment.		Full tender process and subsequent value engineering to mitigate against cost increases. SCC will agree final funding figure and scope before entering into the agreement. If costs increase above the maximum agree, another report will be taken to Cabinet.
Project fails to deliver desired community benefit		YA well connected in the community and have conducted considerable engagement to ascertain need.

### Financial and Value for Money Implications:

21. YFS funding is requested to contribute towards improving the accessibility of the venue and opening up community spaces. The project has applied for £2,988,000 which equates to 52% of the overall project costs, although there is currently a funding gap of £1,600,000.

22. A blended fundraising plan is in place to cover this gap and consists of donations from regular givers, grant applications to trusts and foundations, fundraising events and a public fundraising campaign. YA are confident that this funding gap can be achieved (they have already raised £1.2m) within a two-year time scale which started in January 2023. It is anticipated YFS funding would help support fundraising and leverage other grants.
23. Table 1. Financial Summary details the £2,835,000 of other funding either raised or to be raised against the total project cost of £5,823,000. Table 2 details the total project cost breakdown. Whilst Guildford Borough Council are not contributing to the project, they are supporting YA through annual grants.
24. Due to the high value of the project and YFS funding request, all costs are based on a detailed Quantity Surveyor (QS) report conducted in November 2022 which has also been reviewed by SCC Land & Property (L&P). Any funding provided by YFS would be subject to a satisfactory tender process.

**Table 1. Financial summary**

<b>Amount applied for:</b>	£2,988,000
<b>Total project cost:</b>	£5,823,000
<b>Percentage of cost against total:</b>	52%
<b>Have other funding sources been secured?</b>	Yes
<b>Other funding:</b>	Raised to-date through donations and YA contributions - £1,200,000. Still to raise through detailed fundraising plan – £1,635,000.
<b>Is there a commercial element to the project?</b>	Yes
<b>Amount suggested for funding:</b>	£2,988,000

**Table 2. Project Cost breakdown:**

<b>Activity</b>	<b>Total Cost*</b>
Demolition and site clearance	£772,000
Ground floor foyer new build work**	£1,240,000
Third floor multipurpose space new build work	£539,000
Ground floor entrance, front of house and lift new build works**	£1,574,000
Accessible WC facilities across all floors**	£222,000
Mezzanine floor connecting lift meeting rooms**	£86,000
First floor lift access to stalls, meeting rooms and door improvements	£1,081,000
Evaluation**	£25,000
Loose fittings and fixtures	£284,000
<b>Total</b>	<b>£5,823,000</b>

\*Costs include VAT, professional fees, risk @ 4.1% and inflation @ 16%.

\*\*Denotes YFS funded elements.

### **Advisory Panel Comments**

25. The applicant presented the project to the Advisory Panel on 24<sup>th</sup> May 2023. Panel members were particularly interested in understanding the cost projections, fundraising strategy for the project and the applicant's levels of reserves. The applicants' quantity

surveyor explained how the costs have been benchmarked and how ongoing value engineering would seek to provide best value.

26. Members also queried how SCC could be acknowledged for their significant investment. The sentiment was reciprocated by the applicant who agreed SCC would be recognised in the new building. Options discussed included prominent signage and/or naming a community room after SCC.
27. Members of the Advisory Panel were generally satisfied by the answers provided and were all in agreement that the project should be funded, although there were still some concerns over the inflationary risk and whether the theatre could continue to operate during the build or would have to close for a period of time. Overall they concluded the project demonstrated considerable community support, improving accessibility was of great importance and the building was a unique and valuable asset to the County.

#### **Section 151 Officer Commentary:**

28. Significant progress has been made in recent years to improve the Council's financial resilience and the financial management capabilities across the organisation. Whilst this has built a stronger financial base from which to deliver our services, the increased cost of living, global financial uncertainty, high inflation and government policy changes mean we continue to face challenges to our financial position. This requires an increased focus on financial management to protect service delivery, a continuation of the need to be forward looking in the medium term, as well as the delivery of the efficiencies to achieve a balanced budget position each year.
29. In addition to these immediate challenges, the medium-term financial outlook beyond 2023/24 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 the stable provision of services in the medium term.
30. This project has been reviewed financially and risks are highlighted in the risk management section in paragraph 24. It is a material investment into a project which is part of a much larger upgrading and updating plan for the YA. There has been comprehensive financial and project planning, but a significant funding gap still remains. There are mitigations plans for this, through use of their reserves, should this not be possible. All risk mitigations required will be addressed through the funding agreement.
31. The borrowing costs associated with the fund have been fully built into the Council's Medium-Term Financial Strategy. The annual cost of borrowing for this specific project of £2,988,000, would be £174,135.

#### **Legal Implications – Monitoring Officer:**

32. The report sets out the information and steps for the consideration of the application further to the Council's governance arrangements for Your Fund Surrey.
33. Further to those arrangements, if approved, the Council and the organisation will enter into a comprehensive funding agreement which will include the performance measures that will be put in place to ensure the funding is used as intended as well as clearly describing any support or additional conditions agreed as part of the funding award.

34. It is recommended that SCC require a restriction on the title to prevent sale of the property or change of use without SCC permission and require pay back should the building be sold or not used for the intended purpose, on a sliding scale. The final terms to be agreed by the Executive Director.

#### Equalities and Diversity:

35. Your Fund is designed to provide investment in schemes that encourage community participation, reduce isolation, and develop the potential for social wellbeing and economic prosperity. As such it is anticipated that this project will have a positive impact on a number of those who may rely on or gain support from within the local community and those within protected characteristics that may be more likely to experience social and economic exclusion.

#### Other Implications:

36. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail in Table 4 below.

**Table 4. Implications for council priorities and policy areas**

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	Improved access to arts and culture activities for looked after children across Surrey.
Safeguarding responsibilities for vulnerable children & adults	Provides a safe space for vulnerable children and adults attending sessions with charities
Environmental sustainability	Improves the environmental credentials of the building.
Public Health	Enhance the arts and culture offer to residents in Guildford and across Surrey. Involvement in such activities can have positive impacts on wider determinants of health.

#### What Happens Next:

- Following Cabinet approval of the funding a notice of the records of decisions taken under delegated power, will be published within 3 days of the decision being made.
- Officers will prepare the relevant schedules and funding agreements to enable payment of funds and monitoring and evaluation of the project against its outcomes.
- The YFS Team officers will issue a provisional offer of funding to the applicant requiring review of the tender before the final value of YFS funding is confirmed and a funding agreement drafted.

#### Report Author:

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**Consulted:**

Division County Councillor

Portfolio holder for Communities

Land & Property, Surrey Arts, Resources, Corporate Finance & Commercial – SCC

**Sources/background papers:**

Your Fund Surrey Criteria

Your Fund Surrey Governance Document

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## SURREY COUNTY COUNCIL

## CABINET

DATE: 27 JUNE 2023

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

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

SUBJECT: 2023/24 MONTH 1 (APRIL) FINANCIAL REPORT

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



<b>Purpose of the Report:</b>
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This report provides details of the County Council's 2023/24 financial position as at 30th April 2023 (M1), and the expected outlook for the remainder of the financial year. As in previous years, M1 is a high-level review, focussing on risks and opportunities in relation to the 2023/24 budget.

**Key Messages – Revenue**

- **At M1, the Council is forecasting an overspend of £6m against the 2023/24 revenue budget** approved by Council in February 2023.
- **£15.1m of net risks** to the forecast position have been quantified (further details in paragraph 5). **Historically risks are high in the early part of the financial year** as certainty over the likelihood they will materialise, and the financial impact, is unclear.
- **Directorates will take action to mitigate** these risks and maximise the opportunities to offset, in order to contain costs within available budget envelopes.

**Key Messages – Capital**

- Risks to delivering the Capital Budget were considered by Capital Programme Panel (CPP) at Month 1. CPP concluded that **currently there is no forecast variance to report. However, an early assessment of deliverability risk shows a potential £28m of the programme at high risk of slippage.** At this early stage in the financial year, not all risks and opportunities to delivering the budget can be validated and further work will be undertaken with more certainty for M2 to inform the forecast position.
- Where individual programmes cannot be delivered to budget, **acceleration of other schemes will be considered in mitigation**, where appropriate.

<b>Recommendations:</b>
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It is recommended that Cabinet:

1. Note the Council's forecast revenue and capital budget positions for the year.
2. Approve the extension of Council Tax Relief for Care Leavers for a further 3 years, to be reviewed again in 2026 (para 12 & 13).

## Reason for Recommendations:

This report is to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions and to carry out a review of the Council Tax Relief for Care Leavers, as per the previous Cabinet decision on the subject.

## Revenue Budget:

### Risks and Opportunities

- At M1, the Council is forecasting an overspend of £6m** against the 2023/24 revenue budget. On 7th February 2023, Council approved a revenue budget of £1,101.5m, the budget was later adjusted to £1,102.0m due to final grant distributions in relation to the Dedicated School Grant (£0.4m) and the Public Health Grant (£0.1m).
- The projected £6.0m overspend as at M1, relates to Children, Families and Lifelong Learning** due to a number of factors, particularly price inflation within Social Care placements (£4m) and demand pressures within Area Care (£1m) and Care Leavers (£1m). These are a continuation from 2022/23 and will see an overspend in 2023/24 based on the current trajectory. Whilst these pressures were included within the 2023/24 budget, the inflationary pressures continued to grow and the need to remain within the overall funding envelope means that, despite there being existing efficiencies in these areas, the expectation is that current trajectories will result in an overspend. The Directorate forecasts are further set out in Annex 1.
- Directorates have additionally identified net risks of £15.1m**, consisting of quantified risks of £15.9m and opportunities of £0.8m. These figures represent the weighted risks and opportunities, taking into account the full value of the potential risk or opportunity adjusted for assessed likelihood of the risk occurring or opportunity being realised. A number of additional risks have been identified that are, at this stage, unquantifiable; these will be kept under continual review.
- Directorates will take action to mitigate these risks and maximise the opportunities available to offset them, in order to avoid these resulting in a forecast overspend against the budget set.
- Historically, risks are high in the early part of the financial year as certainty over the likelihood they will materialise, and the financial impact, remains unclear.**
- As in previous years, the budget includes risk contingency. This is in excess of the current quantified risks, giving confidence that the budget currently remains balanced.
- The £15.1m net risks by Directorate are:

Directorate	Risks		Opportunities
	Unweighted	Weighted	
	£m	£m	£m
<b>Overall</b>	37.6	15.9	(0.8)
Directorates:			
Adult Social Care	26.1	9.6	(0.8)
Children, Families, and Lifelong Learning	5.9	4.3	
Environment, Transport, & Infrastructure	0.1	0.0	
Surrey Fire & Rescue Service	4.5	1.0	
Customer and Communities	0.3	0.2	
Resources	0.8	0.7	

Note: Only itemised directorates with risks or opportunities

- **£9.6m of weighted risks in Adult Social Care** made up of:
  - £6.7m relating to ongoing work to recover accrued Continuing Health Care and S117 joint funding liabilities.
  - £1.2m for delivery of planned efficiencies from strengths based care package reviews that are risk rated as red due to staff capacity challenges and the fact that with growing acuity of care needs reviews can often result in increased rather than reduced package costs.
  - £0.9m relating to the cost of fee uplifts potentially being above what has been budgeted for inflation due to pressures in the market.
  - £0.7m relating to ASC fees and charges debt due to the current financial climate.
  - £0.2m relating to Discharge to Assess (D2A) in the Surrey Heartlands system if a funding gap arises and the Council is asked to contribute towards the gap.

Other risks which are not as yet quantified include the need to devote additional resources to preparing for CQC assurance which could lead to staffing or wider budget pressures, and the potential for increased demand for care packages above what was budgeted which will be closely monitored.

The service is actively pursuing actions to try to mitigate all of these risks.

- **£4.3m of weighted risks in Children, Families and Lifelong Learning** made up of;
  - £1.0m relating to the additional cost of agency staff within the social care and quadrant teams. Whilst work is ongoing within the recruitment and retention programme to increase the permanent staffing levels, there is still a significant reliance on agency/interim staff whose additional costs can create a pressure. There are also a high number of vacancies within the service so filling these whilst retaining the level of agency staff will also see staff costs increase so this risk reflects the potential for further costs in this area.
  - £3.3m relating to the delivery of 'stretch efficiencies' within the Directorate. These efficiencies are due to be delivered in 2023/24, but at present there are no specific delivery plans for achievement. There is therefore a risk of non-delivery until action is taken to identify opportunities for delivery.
- **£1.0m of weighted risks in Surrey Fire & Rescue Service** primarily related to higher than budgeted national pay award which was agreed after the budget was approved, plus potential impact of sector wide pension issues.
- **£0.7m of weighted risks in Resources** mainly relating to the achievement of £0.5m of efficiencies which are dependent on the speed of embedding the benefits from the delivery of MySurrey. In addition, there is a risk of a reduction in income of £0.3m from the provision of payroll services, due to a potential reduction in customers numbers. The directorate is looking for opportunities to mitigate these risks.
- **£0.2m of weighted risks in Customers and Communities:** There remains a risk that the MTFs assumption that income will return to pre-covid levels will not be achievable within cultural services. The directorate is looking for opportunities to mitigate these risks.

- **Environment, Transport and Infrastructure:** No quantified risks have been reported. However as with other services there are a number of external factors which could influence costs. There remains the potential for inflationary pressures which could exceed the budgeted amount (e.g. where uplifts are specified in contracts), costs associated with bus services (including park and ride) which remain impacted by higher costs and reduced passenger numbers, and the approved budget also includes efficiencies totalling £3.9m some of which are at an early stage of delivery.

The Council has established two “Task and Finish” groups to review a number of activities including environmental services (including trees, flooding & drainage) and streetscene (including roads/potholes, parking, verges and signs & lines). These groups will review current operations and propose improvements, e.g. measures to improve processes, some of which may require further approval. Some measures may have financial implications, which will be presented to Cabinet for approval and be managed through the Medium Term Financial Strategy as it is developed.

8. **Quantified opportunities of £0.8m have been identified within Adult Social Care:**  
Early indications are that a provision made for non repayment of Covid grants by providers that did not fully spend their allocation may not be required in full, which would create a one-off in-year benefit. The latest weighted value for this is assessed as potentially £0.8m.
9. Through the budget envelope approach, Directorates are required to deliver services within their approved budget, so the first call on the opportunities identified here will be to offset the risks identified in paragraph 8.

#### **Review of Care Leavers Council Tax relief**

10. In July 2019, Cabinet agreed to provide Council Tax Relief for Care Leavers in independent and semi-independent living arrangements from 1 April 2020, from the age of 18 up to their 25th birthday. The original agreement confirmed budget implications to March 2023 and therefore a review is now required.
11. The relief covers the Surrey County Council element of council tax, which amounts to around 75% of the total cost. Reliefs are granted by the Borough and District Councils on our behalf, who then reclaim the lost income. Based on historical claims, a budget of £100k per year is considered sufficient and can be contained within existing Central Income and Expenditure budgets.

#### **Capital Budget**

12. The 2023/24 Capital Budget was approved by Council on 7th February 2023 at £319.3m, with a further £92.7m available to draw down from the pipeline and £15m budgeted for Your Fund Surrey. After adjustments for 2022/23 carry forward and acceleration, the revised budget is £326.4m.

Table 2 - Summary capital budget

Strategic Capital Groups	Original Budget for 2023/24	Acceleration into 2022/23	Carry Forwards from 2022/23	Revised Budget for 2023/24	Revised Budget RAG Rating		
	£m	£m	£m	£m	Green	Amber	Red
<b>Property</b>							
Property Schemes	116.0	(3.0)	2.6	115.6	109.5	2.3	3.8
ASC Schemes	1.7	0.0	0.0	1.7	1.7	0.0	0.0
CFLC Schemes	2.3	0.0	0.5	2.8	2.8	0.0	0.0
<b>Property Total</b>	<b>120.0</b>	<b>(3.0)</b>	<b>3.1</b>	<b>120.1</b>	<b>114.0</b>	<b>2.3</b>	<b>3.8</b>
<b>Infrastructure</b>							
Highways and Transport	147.0	(2.7)	6.1	150.3	98.5	28.5	23.3
Infrastructure and Major Projects	32.9	(0.7)	0.9	33.1	5.6	27.5	0.0
Environment	7.4	(0.2)	3.7	11.0	9.8	0.1	1.1
Surrey Fire and Rescue	7.7	(0.2)	0.1	7.6	0.0	7.6	0.0
<b>Infrastructure Total</b>	<b>194.9</b>	<b>(3.8)</b>	<b>10.8</b>	<b>202.0</b>	<b>113.9</b>	<b>63.6</b>	<b>24.5</b>
<b>IT</b>							
IT Service Schemes	4.4	(0.3)	0.3	4.4	3.6	0.7	0.0
<b>IT Total</b>	<b>4.4</b>	<b>(0.3)</b>	<b>0.3</b>	<b>4.4</b>	<b>3.6</b>	<b>0.7</b>	<b>0.0</b>
<b>Total</b>	<b>319.3</b>	<b>(7.1)</b>	<b>14.2</b>	<b>326.4</b>	<b>231.5</b>	<b>66.6</b>	<b>28.3</b>

13. Capital Programme Panel (CPP) reviewed risks and opportunities to delivering the budget at Month 1 and concluded that currently there is no variance to report. However, an initial exercise at M1 to identify risks to delivery has identified £28m of schemes at high risk of non-delivery. The main areas of risk include:

- **Property Schemes £3.8m** relating to two schemes. Bookham Youth Centre is likely to be delayed due to planning and a review of Surrey Outdoor Learning requirements is likely to delay planned spend on this project.
- **Highways & Transport Schemes £23.3m** relating mainly to the purchase of low emission buses, which has been delayed whilst contracts are finalised and is expected to be further delayed due to long lead-in and manufacturing times.
- **Environment Schemes £1.1m** relating to works at Basingstoke Canal and recycling initiatives, the timing of which will be influenced by a number of factors including planning permissions and the actions of partners.

14. At this early stage in the financial year, not all risks and opportunities to delivering the budget can be validated and further work will be undertaken to ensure more certainty to inform the forecast position for M2.

15. Where individual programmes cannot be delivered to budget, acceleration of other schemes will be considered as mitigation, where appropriate.

#### Consultation:

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

**Risk Management and Implications:**

17. 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:**

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

**Section 151 Officer Commentary:**

19. Significant progress has been made in recent years to improve the Council's financial resilience and the financial management capabilities across the organisation. Whilst this has built a stronger financial base from which to deliver our services, the increased cost of living, global financial uncertainty, high inflation and government policy changes mean we continue to face challenges to our financial position. This requires an increased focus on financial management to protect service delivery, a continuation of the need to be forward looking in the medium term, as well as the delivery of the efficiencies to achieve a balanced budget position each year.
20. In addition to these immediate challenges, the medium-term financial outlook beyond 2023/24 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 the stable provision of services in the medium term.
21. The Council has a duty to ensure its expenditure does not exceed the resources available. As such, 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:**

22. 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.
23. 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:**

- 24. 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.
- 25. 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 – Detailed Outturn position

## Detailed Revenue Outturn position

Service	Cabinet Member	Gross budget	Net budget	Forecast	Outturn variance
Family Resilience	C Curran	£39.8m	£34.7m	£35.2m	£0.5m
Education and Lifelong Learning	S Mooney	£284.9m	£23.4m	£23.4m	£0.0m
Commissioning	S Mooney	£157.9m	£69.7m	£69.7m	£0.0m
Quality & Performance	S Mooney	£10.5m	£9.7m	£9.7m	£0.0m
Corporate Parenting	S Mooney	£135.2m	£116.5m	£122.0m	£5.5m
Exec Director of CFLL central costs	S Mooney	-£3.7m	-£1.2m	-£1.2m	£0.0m
<b>Children, Families and Lifelong Learning</b>		<b>£624.5m</b>	<b>£252.8m</b>	<b>£258.8m</b>	<b>£6.0m</b>
Public Health	M Nuti	£35.7m	£35.8m	£35.8m	£0.0m
Public Service Reform	M Nuti	£1.2m	£2.0m	£2.0m	£0.0m
<b>Public Health and PSR</b>		<b>£36.9m</b>	<b>£37.7m</b>	<b>£37.7m</b>	<b>£0.0m</b>
<b>Adult Social Care</b>	<b>M Nuti</b>	<b>£605.8m</b>	<b>£438.9m</b>	<b>£438.9m</b>	<b>£0.0m</b>
Highways & Transport	M Furniss / K Deanus	£85.7m	£63.6m	£63.6m	£0.0m
Environment	M Heath/ N Bramhall	£81.6m	£81.2m	£81.2m	£0.0m
Infrastructure, Planning & Major Projects	M Furniss	£5.6m	£2.8m	£2.8m	£0.0m
Planning Performance & Support	M Furniss	£1.5m	£1.5m	£1.5m	£0.0m
Emergency Management	K Deanus	£0.7m	£0.5m	£0.5m	£0.0m
<b>Environment, Transport &amp; Infrastructure</b>		<b>£174.9m</b>	<b>£149.6m</b>	<b>£149.6m</b>	<b>£0.0m</b>
<b>Surrey Fire and Rescue</b>	<b>D Turner- Stewart</b>	<b>£44.5m</b>	<b>£38.7m</b>	<b>£38.7m</b>	<b>£0.0m</b>
Armed Forces and Resilience	K Deanus	£2.1m	£2.1m	£2.1m	£0.0m
Communications	T Oliver	£0.1m	£0.1m	£0.1m	£0.0m
<b>Communications, Public Affairs and Engagement</b>		<b>£2.2m</b>	<b>£2.2m</b>	<b>£2.2m</b>	<b>£0.0m</b>
PPG Leadership	T Oliver	£0.3m	£0.3m	£0.3m	£0.0m
Economic Growth	M Furniss	£1.3m	£1.9m	£1.9m	£0.0m
<b>Prosperity, Partnerships and Growth</b>		<b>£1.6m</b>	<b>£2.2m</b>	<b>£2.2m</b>	<b>£0.0m</b>
Community Partnerships	D Turner-Stewart	£1.6m	£1.6m	£1.6m	£0.0m
Customer Services	D Turner-Stewart	£3.1m	£2.9m	£2.9m	£0.0m
Cultural Services	D Turner-Stewart	£18.5m	£8.3m	£8.3m	£0.0m
Customer and Communities Leadership	D Turner-Stewart	£2.6m	£3.1m	£3.1m	£0.0m
Registration and Nationality Services	D Turner-Stewart	£2.5m	-£1.5m	-£1.5m	£0.0m
Trading Standards	D Turner-Stewart	£4.0m	£1.9m	£1.9m	£0.0m
Health & Safety	D Turner-Stewart	£0.7m	£0.3m	£0.3m	£0.0m
Coroners	K Deanus	£4.5m	£4.5m	£4.5m	£0.0m
<b>Customers and Communities</b>		<b>£37.6m</b>	<b>£21.1m</b>	<b>£21.1m</b>	<b>£0.0m</b>
Land & Property	N Bramhall	£33.1m	£25.2m	£25.2m	£0.0m
Information Technology & Digital	D Lewis	£21.0m	£20.2m	£20.2m	£0.0m
Twelve15	D Lewis	£20.5m	-£1.3m	-£1.3m	£0.0m
Finance	D Lewis	£11.3m	£6.3m	£6.3m	£0.0m
People & Change	T Oliver	£7.4m	£7.3m	£7.3m	£0.0m
Legal Services	D Lewis	£6.3m	£5.9m	£5.9m	£0.0m
Joint Orbis	D Lewis	£6.2m	£6.2m	£6.2m	£0.0m
Democratic Services	D Lewis	£4.0m	£3.8m	£3.8m	£0.0m
Business Operations	D Lewis	£3.7m	£1.9m	£1.9m	£0.0m
Executive Director Resources (incl Leadership Office)	D Lewis	£3.1m	£3.1m	£3.1m	£0.0m
Corporate Strategy and Policy	D Lewis	£1.2m	£1.2m	£1.2m	£0.0m
Transformation and Strategic Commissioning	D Lewis	£1.5m	£2.1m	£2.1m	£0.0m
Performance Management	D Lewis	£0.2m	£0.2m	£0.2m	£0.0m
<b>Resources</b>		<b>£119.4m</b>	<b>£82.0m</b>	<b>£82.0m</b>	<b>£0.0m</b>
<b>Central Income &amp; Expenditure</b>	<b>D Lewis</b>	<b>£100.9m</b>	<b>£76.8m</b>	<b>£76.8m</b>	<b>£0.0m</b>
<b>Overall before funding</b>		<b>£1,748.4m</b>	<b>£1,102.0m</b>	<b>£1,108.0m</b>	<b>£6.0m</b>
<b>Corporate funding</b>			<b>-£1,102.0m</b>	<b>-£1,102.0m</b>	<b>£0.0m</b>
<b>Overall</b>		<b>£1,748.4m</b>	<b>£0.0m</b>	<b>£6.0m</b>	<b>£6.0m</b>



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