

Notice of Meeting

Cabinet



Date and Time

Tuesday, 25 June
2024
2.00 pm

Place

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

Contact

Huma Younis or Sarah
Quinn
huma.younis@surreycc.gov.uk
or
sarah.quinn@surreycc.gov.uk

Web:

[Council and
democracy
Surreycc.gov.uk](#)



@SCCdemocracy

Committee:

Natalie Bramhall, Clare Curran, Kevin Deanus, Matt Furniss, Marisa Heath, David Lewis, Sinead Mooney, Mark Nuti, Tim Oliver and Denise Turner-Stewart
Maureen Attewell, Steve Bax, Paul Deach and Jonathan Hulley

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 or 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 or 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

To note any apologies for absence.

2 MINUTES OF PREVIOUS MEETING: 23 APRIL 2024

(Pages
1 - 10)

To agree the minutes of the last meeting as a correct record of the meeting.

3 DECLARATIONS OF INTEREST

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

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

NOTES:

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

4 PROCEDURAL MATTERS

a MEMBERS' QUESTIONS

The deadline for Member's questions is 12pm four working days before the meeting (19 June 2024).

b PUBLIC QUESTIONS

The deadline for public questions is seven days before the meeting (18 June 2024).

c PETITIONS

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

d REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE

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

5 REPORTS FROM SELECT COMMITTEES, TASK GROUPS AND OTHER COMMITTEES OF THE COUNCIL

(Pages 11 - 24)

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

The following reports have been received;

1. Children, Families And Lifelong Learning (CFLL) Additional Budget Allocation.
2. Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP) Capital Programmes and Specialist Sufficiency to 2031/32. (There is a Part 1 and Part 2 report)

6 DECISIONS TAKEN SINCE THE LAST CABINET MEETING

(Pages 25 - 32)

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 DELIVERING FOR SURREY THROUGH STRATEGIC PARTNERSHIPS

(Pages 33 - 42)

This report sets out an overview of the strategic partnerships across Surrey and their governance, which drives, aligns and enables the delivery of the ambitions for people and place in Surrey, as set out in the Community Vision for Surrey 2030.

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

8 SURREY COUNTY COUNCIL'S PRODUCTIVITY PLAN

(Pages 43 - 58)

The Final Local Government Finance Settlement 2024/25 included a requirement for all local authorities to produce Productivity Plans. This report sets out the Council's approach to developing its productivity plan by the Government's deadline.

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

9 APPROVAL TO PROCEED: MADE SMARTER ADOPTION PROGRAMME (Pages 59 - 66)

The Made Smarter Adoption business support programme supports manufacturing small and medium-sized enterprises through the provision of impartial advice and guidance from digital technology specialists, leadership development programmes, and match-funded grants up to £20K for the adoption of new technologies. It is recommended that Cabinet notes the benefits and opportunities that this business support programme and approves the Council taking on the Accountable Body role for this regional programme.

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

10 APPROVAL TO PROCEED: UNIVERSAL SUPPORT (Pages 67 - 82)

Surrey County Council has been awarded funding from Department for Work and Pensions (DWP) to deliver a new employment support programme, Universal Support (US). Cabinet approval to proceed with delivery of US up to the value of the final allocation of the DWP grant is requested – this will be a potential combination of procured and delivered services.

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

11 YOUTH JUSTICE PLAN (Pages 83 - 158)

This paper sets out the proposed 2024/25 Youth Justice Plan, for Cabinet's approval and recommendation to Council.

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

12 SCHOOL ORGANISATION PLAN 2024 (Pages 159 - 178)

The Cabinet is asked to consider the Surrey School Organisation Plan covering the academic years from September 2024-2034 and recommend it to Council for publication.

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

- 13 SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) AND ALTERNATIVE PROVISION (AP) CAPITAL PROGRAMMES AND SPECIALIST SUFFICIENCY TO 2031/32** (Pages 179 - 202)

Cabinet approval is sought to make some changes to the planned use of the total Capital Funding approved by Full Council in February 2024 and reflected as £189m budget in the Medium Term Financial Strategy for the Council's Special Educational Needs and Disabilities (SEND) Capital Programme and the Alternative Provision (AP) Capital Programme for 2024/25 to 2027/28.

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

N.B There is a Part 2 report at Item 19.

- 14 WINSTON CHURCHILL SCHOOL- REPLACEMENT CLASSROOMS** (Pages 203 - 214)

Cabinet is asked to approve capital expenditure to undertake the construction of four permanent classrooms to replace four modular classrooms which are now condemned at The Winston Churchill School, Hermitage Road, Woking, Surrey, GU21 8TL.

(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 20.

- 15 SURREY SAFEGUARDING ADULTS ANNUAL REPORT 2022/23** (Pages 215 - 280)

The Surrey Safeguarding Adults Board (SSAB) is a statutory multi-agency Board with responsibilities set out in the Care Act 2014. Cabinet is asked to consider and note the Surrey Safeguarding Adults Annual Report for 2022/23.

- 16 2023/24 OUTTURN FINANCIAL REPORT** (Pages 281 - 296)

This report sets out Surrey County Council's 2023/24 financial performance for revenue and capital, including the year-end Treasury Management and debt outturn position.

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

- 17 2024/25 MONTH 1 (APRIL) FINANCIAL REPORT** (Pages 297 - 304)

This report provides details of the County Council's 2024/25 financial position as at 30th April 2024 (M1), and the expected outlook for the remainder of the financial year.

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

18 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

- 19 SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) AND ALTERNATIVE PROVISION (AP) CAPITAL PROGRAMMES AND SPECIALIST SUFFICIENCY TO 2031/32** (Pages 305 - 332)

Cabinet approval is sought to make some changes to the planned use of the total Capital Funding approved by Full Council in February 2024 and reflected as £189m budget in the Medium Term Financial Strategy for the Council's Special Educational Needs and Disabilities (SEND) Capital Programme and the Alternative Provision (AP) Capital Programme for 2024/25 to 2027/28.

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

- 20 WINSTON CHURCHILL SCHOOL- REPLACEMENT CLASSROOMS** (Pages 333 - 336)

Cabinet is asked to approve capital expenditure to undertake the construction of four permanent classrooms to replace four modular classrooms which are now condemned at The Winston Churchill School, Hermitage Road, Woking, Surrey, GU21 8TL.

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

21 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.

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 23 APRIL 2024 AT 2.00 PM
COUNCIL CHAMBER, WOODHATCH PLACE, 11 COCKSHOT HILL,
REIGATE, SURREY, RH2 8EF.**

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

Members: (*present)

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

Deputy Cabinet Members:

- *Maureen Attewell
- *Paul Deach
- *Steve Bax

Members in attendance:

Carla Morson, Local Member for Ash
Catherine Powell, Residents' Association and Independent Group Leader

**PART ONE
IN PUBLIC**

54/24 APOLOGIES FOR ABSENCE [Item 1]

There were no apologies.

55/24 MINUTES OF PREVIOUS MEETING: 26 MARCH 2024 [Item 2]

These were agreed as a correct record of the meeting.

56/24 DECLARATIONS OF INTEREST [Item 3]

The Cabinet Member for Children, Families and Lifelong Learning declared a non-pecuniary interest in Item 10 explaining that her family members were members of the Epsom hockey club.

57/241 PROCEDURAL MATTERS [Item 4]

57/24 MEMBERS' QUESTIONS [Item 4a]

There were none.

58/24 PUBLIC QUESTIONS [Item 4b]

There were none.

59/24 PETITIONS [Item 4c]

There were none.

60/24 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

There were none.

61/24 REPORTS FROM SELECT COMMITTEES, TASK GROUPS AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

There were none.

62/24 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 6]

There were seven decisions for noting.

The Cabinet Member for Health and Wellbeing explained how the decision-making process had been changed and agreed with the Committees in Common Sub Committee however he suggested that the paper would have to be amended and returned to the Committees in Common Sub Committee for ratification to include confirmation that any decision would be signed off by the relevant Cabinet Member / the Leader.

The Cabinet Member for Customer and Communities briefed the Cabinet on the Your Fund Surrey projects that had been agreed. The Leader explained that he had taken a decision regarding the governance of the Basingstoke Canal Authority. The Cabinet Member to the Leader explained that there was cross party support from the district and boroughs on the changes to the governance model.

RESOLVED:

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

63/24 CABINET MEMBER OF THE MONTH [Item 7]

The report was introduced by the Cabinet Member for Fire, Rescue and Resilience who made the following points:

- Investment in Surrey Fire and Rescue Service (SFRS) continues with redevelopment works at Chobham, Lingfield, and Reigate Fire Stations due to start in Summer 2024. The Wray Park Training Centre will see works begin in 2025 to construct a new, greener, fire house and new training facilities.
- His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) revisited SFRS in February to review the actions carried out in response to the Cause of Concern related to our

protection work. The Inspectorate said that the service needs to do more to assure itself that its risk-based Inspection programme prioritises the highest risks and includes proportionate activity to reduce risk. The cause of concern had now been removed. HMICFRS stated that Surrey had fully reviewed the risk based inspection programme as a comprehensive plan and had complete commitment from the service. The Cabinet Member stated that this was positive feedback but only the start of the journey.

- It had been a busy start to the year for the Emergency Planning team with several weather-related incidents, business continuity issues and an unprecedented closure of the M25. In January, Storm Henk lead to widespread flooding across the county. The team was involved with daily calls with Local Resilience Forum partners to ensure we were able to respond to the issues affecting residents.
- Prevent (Counter Terrorism): The Cabinet Member explained that the UK threat level remained Substantial. The Counter Terrorism Policing network are working on more than 800 investigations nationally, and since March 2017 Counter Terrorism Policing and UK Intelligence Services have disrupted 39 late-stage attacks. The council organised monthly Channel Panel meetings to identify, safeguard, and provide early intervention and diversion for individuals at risk of being drawn into terrorism, as well as working with statutory partners to oversee county-wide Prevent delivery, evaluate our impact, agree and update risk assessments and progress partnership plans. The Leader queried the council's role with Prevent. The Cabinet Member explained that the council had a statutory role to engage with the Prevent strategy.

RESOLVED:

That the Cabinet Member of the Month update be noted.

64/24 KALIMA GYPSY ROMA TRAVELLER CAMP, WOKING [Item 8]

The report was introduced by the Cabinet Member for Property, Waste and Infrastructure who explained that Cabinet was being asked to approve funding from the Capital Maintenance Budget to undertake the renewal of 15 utility blocks as well as associated services, civil and drainage works at Kalima Gypsy Roma Traveller (GRT) Camp, Woking. The fabric and structure of the existing 15 utility blocks were in poor condition, with various elements at the end of their useful life. Around 100 hundred adults and children lived on the site. It was noted that the GRT community faced social exclusion and discrimination and the proposed scheme would align with the council's guiding mission that No One is Left Behind, addressing inequality through prevention and early intervention to help ensure an Empowered & Thriving Community. The Leader noted the importance of upgrading the existing GRT sites.

RESOLVED:

1. That Cabinet approves capital funding to renew 15 utility blocks and undertake associated drainage and civil works at the Kalima GRT Camp, Woking. The capital funding required to develop the new facilities is commercially sensitive at this time and is set out in the Part 2 report.

2. That Cabinet approves procurement of appropriate supply chain partners to deliver the design, build and fit out of the new structures in accordance with the Council's Procurement and Contract Standing Orders.
3. That Cabinet notes that, regarding the procurement of supply chain partners, the Executive Director for Environment, Infrastructure and Growth and the Director of Land and Property are authorised to award such contracts, up to +/-10% of the budgetary tolerance level and any other legal documentation required to facilitate the approvals within this report.
4. That Cabinet authorises Legal Services to seal any awarded contracts where required.

Reasons for Decisions:

The decisions recommended in this report will contribute to enabling the Council to:

- Provide much-needed, safe and suitable utility blocks for the circa one hundred adults and children who are tenants and residents on site.
- Make an essential contribution towards the Council's strategic objective to tackle health inequality, in line with the 2030 Community Vision to ensure no-one is left behind.
- Support the partnership between the Council and District and Borough Councils to improve and provide accommodation and facilities for the permanent GRT community.
- Under the Race Relations Act 2000 and The Equality Act 2010, the GRT community is entitled to the same services as those in the housed community, including the right to occupy premises that are fit for use. This includes accessible and suitable utility blocks.

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

65/24 YOUR FUND SURREY APPLICATION - ASH VALE COMMUNITY WELLBEING MEETING PLACE AND NEW SCOUT HEADQUARTERS [Item 9]

The report set out the key information on the Ash Vale Community Wellbeing Meeting Place And New Scout Headquarters, Your Fund Surrey application for the consideration of the Cabinet. The Cabinet Member for Customer and Communities explained that the Cabinet was being asked to approve £606,443 of capital funding towards the development of the project which would demolish a 1960s, prefabricated, reinforced concrete building, in very poor condition, and replace it with a new energy efficient community building and scout headquarters, outside area and bicycle storage. The project would complement and enhance existing community facilities, with a focus on youth and the elderly. The 1st Ash Vale Scout Group was a registered charity with a long history of working in the local communities of Ash Vale and Ash.

The local member, Carla Morson attended the meeting and spoke in support of the application stating that the Scout Group had a long and positive history within the community. The current building was in a poor condition and a new energy efficient building was welcomed. The project was welcomed by the local community and would help tackle deprivation. The Deputy Cabinet Member to the Leader explained that his division neighboured the Ash Vale Community Wellbeing Meeting Place And New Scout Headquarters and was well utilised by residents in his local community.

RESOLVED:

1. That Cabinet agrees to fund project CF259 for the full amount requested of £606,443 comprised of:
 - £606,443 of capital funding towards the development of the new building, outside area and bicycle storage to be paid in staged payments, on evidence of spend
 - Including 5% to be held by SCC until final evidence is provided of income and expenditure, evaluation and completion (such as building control sign-off).

Reasons for Decisions:

This application has been the subject of a rigorous assessment process by officers, as set out in the body of this report. Officers consider the project to meet the aims and published criteria of the fund and to satisfy the requirements to award funding.

The project aims to turn an existing end-of-life scout hut, currently not fit for purpose, into a modern and accessible community hub adjacent to an identified SCC Key Neighbourhood. Existing nearby community buildings are at capacity during the day so the new hub would provide much-needed extra capacity for community groups.

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

66/24 YOUR FUND SURREY APPLICATION - EPSOM SPORTS CLUB OLD SCHOOLS LANE PAVILION [Item 10]

The report sets out the Your Fund Surrey application for the Epsom Sports Club Old Schools Lane Pavilion. Cabinet was being asked to approve £1,000,000 of capital funding towards the development of the pavilion. This was 44% of the overall project costs. The remaining monies needed for the project had been raised or are expected from various sources. Funding was now being sought to contribute towards Phase 2 which is for a new Clubhouse and associated car parking at the Old Schools Lane site to provide the space and facilities for local community groups to use with ESC's hockey and cricket sections being the main regular users of the facilities with hire of the playing facilities to local schools. The new building would have modern, fully accessible changing facilities to cater for increased demand for women's, girls and disability sports as well as providing space for community activities

and socialising. The application was supported by local member's Steven McCormick and John Beckett.

RESOLVED:

1. That Cabinet agree to fund project CF235 the full amount requested of £1,000,000 comprised of:
 - £1,000,000 of capital funding towards the development of the pavilion to be paid in staged payments, on evidence of spend.
 - Including 5% to be held by SCC until final evidence is provided of income and expenditure, evaluation and completion (such as building control sign-off).

Reasons for Decisions:

This application has been the subject of a rigorous assessment process by officers, as set out in the body of this report. Officers consider the project to meet the aims and published criteria of the fund and to satisfy the requirements to award funding.

Epsom Sports Club's (ESC) proposed pavilion at Old School's Lane will provide a home for community sports and offer long term sustainability for football, hockey, cricket and other sports for all ages. This will address a deficiency in current provision and benefit the local community.

The proposed pavilion facilities will also be used by other community clubs and organisations, ensuring the space is a vibrant hub in the heart of the local community, adjacent to an identified SCC Key Neighbourhood.

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

67/24 YOUR FUND SURREY APPLICATION - THE HASLEMERE LINK COMMUNITY HUB [Item 11]

This report sets out the Your Fund Surrey application for the Link Community Hub. Cabinet was asked to approve £1,000,000 of capital funding towards transforming the Link Community Hub which was 47% of total project costs. The Link was looking to renovate their ground floor to increase accessibility and flexibility of the space for community use to provide a wide range of social activities. It will also introduce an upper floor within the existing roof line to create smaller, private rooms suitable for counselling and other community support services not currently available in Haslemere. Once the building was complete future users will include Citizen's advice, Crossways Counselling service, Haslemere festival, Haslemere for Ukraine support group, Haslemere clothing bank, free community meals, Mental health support services, English lessons for refugees and youth group support. The local member John Robini supported the application.

RESOLVED:

1. That Cabinet agree to fund the full amount requested of £1,000,000 comprised of:
 - £1,000,000 of capital funding towards transforming the Haslemere Link Community Hub, to be paid in staged payments, on evidence of spend.
 - Including 5% to be held by SCC (Surrey County Council) until final evidence of income, expenditure, and final completion such as building control sign-off.

Reasons for Decisions:

This application has been the subject of a rigorous assessment process by officers, as set out in the body of this report. Officers consider the project to meet the aims and published criteria of the fund and to satisfy the requirements to award funding.

The project aims to transform an existing community building (the Link) in the East of Haslemere into a larger, more useable space and, in addition, to create smaller meeting areas to meet increasing demand.

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

68/24 2023/24 MONTH 11 (FEBRUARY) FINANCIAL REPORT [Item 12]

The report was introduced by the Cabinet Member for Finance and Resources who provided details of the Council's 2023/24 financial position, for revenue and capital budgets, as at 29th February 2024 (M11) and the expected outlook for the remainder of the financial year. With regards to Revenue, at Month 11, the Council was forecasting an overspend of £3.3m against the 2023/24 revenue budget, after the application of the contingency budget. This was a £0.7m improvement since M10. Pressures still continued although adult social care had seen a £0.7m improvement since last month due to a reduction on carers contracts and other wider support services (-£0.5m), and staffing forecasts (-£0.2m).

With regards to the Capital budget, at Month 11, capital expenditure of £273.3m was forecast for 2023/24, a variance of £5m more than the re-set budget of £268.3m. This was an increase of £4.2m from the forecast at Month 10. The Leader stated that the overspend at year end would be £3.3m or less which was a very small percentage of the total budget. This should be viewed alongside an increase in demand in services and an increase in inflation.

RESOLVED:

1. That Cabinet notes the Council's forecast revenue budget (after the application of the full contingency budget) and capital budget positions for the year.

Reasons for Decisions:

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

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

The Cabinet Member for Adult Social Care made some comments regarding the Former Dormers Care Home report which would be considered in part 2 of the meeting due to commercial sensitivities. It was explained that last year the council started some work to produce a countywide housing and accommodation strategy which recognised the housing crisis felt across the county and set out a call for action for partners to play their part in addressing this. The Former Dormers Care Home report was a good example of this. The Care Home was closed as it was no longer seen fit for purpose. The report coming before Cabinet would bring forward a 100% affordable rental housing scheme with 13 housing units being provided with Tandridge District Council. This would be done in accordance with legislation that requires the disposal to secure the promotion or improvement of the economic, social or environmental well-being of an area. The housing and accommodation strategy was beginning to have a positive impact. The Leader commented that it was positive to see two council's working together for the benefit of Surrey residents.

69/24 EXCLUSION OF THE PUBLIC [Item 13]

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.

70/24 KALIMA GYPSY ROMA TRAVELLER CAMP, WOKING [Item 14]

The Cabinet Member for Property, Waste and Infrastructure asked Cabinet to approve the capital funding for the project which was agreed.

A separate part 2 minute was done for this item.

RESOLVED:

1. That Cabinet approves capital funding of [E-05-24] to renew 15 utility blocks and undertake associated drainage and civil works at the Kalima GRT Camp, Woking.
2. See Minute 64/24.
3. See Minute 64/24.
4. See Minute 64/24.

Reasons for Decisions:

See Minute 64/24.

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

71/24 PROPERTY TRANSACTION- THE FORMER DORMERS CARE HOME, CATERHAM [Item 15]

The Cabinet Member for Property, Waste and Infrastructure asked Cabinet to approve the sale of the former Dormers Care home at Caterham to Tandridge District Council to support an affordable rental housing scheme.

A separate part 2 minute was done for this item.

RESOLVED:

1. That Cabinet formally declares the asset surplus to operational requirements.
2. See Exempt Minute E-06-24.
3. See Exempt Minute E-06-24.
4. See Exempt Minute E-06-24.

Reasons for Decisions:

See Exempt Minute E-06-24.

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

Meeting closed at 14:57.

Chairman

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CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE

Item under consideration: CHILDREN, FAMILIES AND LIFELONG LEARNING (CFLL) ADDITIONAL BUDGET ALLOCATION

Date Considered: 17 April 2024

1. Cllr Catherine Powell submitted a proposal for the 2024/25 Budget to the Council's Budget Meeting on 6 February 2024. Four of her seven suggested amendments related to the Children, Families and Lifelong Learning (CFLL) Directorate and the Leader requested these be scrutinised by the appropriate Select Committee. As a result, the Committee placed this on the agenda for its 17 April meeting and asked the Service to provide analysis of the proposals with supporting data, to enable it to make an informed judgement on the best strategy.
2. At its April meeting, the Committee scrutinised how best to allocate the additional CFLL budget originating from Surrey's share of the £600m from the Department of Levelling Up, Housing and Communities (DLUHC) for English Councils to spend on key services, additional to funding outlined at the provisional settlement. The Directorate's expectation was that up to £8.3 million may be available to support prevention objectives in Surrey's Children's Services, so after a follow-up meeting on 30 April, the Committee put forward recommendations for the allocation of up to £8.3m.
3. Children's Services identified three programmes to assist schools in giving additional support for neurodiverse children. The Chair submitted that in two of these three initiatives, rather than giving direct support, they provided advice that would require extra time and energy on the part of the schools. She shared Cllr Powell's concern that where the need is greatest, the pressure on schools is such that implementing support, rather than just providing advice, was essential. The Cabinet Member explained the Council could not insist that any schools take up an offer of support or direct them to do so. Asked why a school would choose not to, the Director of Education and Lifelong Learning responded they might feel they cannot give it the attention needed to have impact if they had other ongoing initiatives, or perhaps they may have an alternative idea to meet need. While recognising the autonomy of schools, the Chair asserted it was important to 'reach in' for the most pressured schools, rather than wait for them to reach out.
4. Concern was raised that the three services identified by the Service were universal, rather than directed specifically at areas of deprivation. While there was acknowledgment that all schools need these services, it was argued by some Members that there was most need for targeted support for neurodiverse children in areas of deprivation. The Director for Education and Lifelong Learning questioned whether targeting would take into account just the school location or its catchment area, explaining that although none of the 18 schools included in the Schools Inclusion for Autism pilot were in those

areas, many of the pupils lived in such areas. She proposed deprivation was one of a number of factors that should be considered when targeting, including attendance, exclusions and percentage of pupils within the school with additional needs and disabilities. The majority of the Committee was satisfied that at this stage more deprived areas should not be offered the three initiatives as a priority, but that the idea should be revisited when more evidence was available and the Committee should request more research is done into what factors contribute to the greatest presentation of neurodiversity need.

5. At its June 2023 meeting, the Select Committee recommended that the Cabinet Member prioritised the restoration of funding for community-based play and youth schemes for children with disabilities to enable the FY 2022/23 capacity to be restored in FY 2024/25, given the widespread feedback that the change had been detrimental to the mental health of parents, carers, children and young people, as well as adversely impacting the Council's prevention strategy. There are currently 350 children and young people on a waiting list for the discretionary service, which the Cabinet Member acknowledged was highly valued by families and promoted preparation for adulthood. The Commissioning Team subsequently modelled that resetting the capacity of community-based play and youth schemes to 2022/23 levels would require an increase of around £370,000 in the 2024/25 budget. As part of the budget-setting process it was agreed to allocate £370,000 for this purpose. However, in April 2024 and in a follow-up query in June there was not yet confirmation of whether this figure would be sufficient to restore the 2022/23 level of provision in 2024/25. Taking into account a submission that the increased pressure on families of children with disabilities would likely lead in some cases to the contribution of family breakdown if not mitigated, and that this may lead to increased costs for SCC, the Committee reaffirmed that the same number of hours should be restored, even if this required the use of some of the £500,000 proposed by the Service for a programme developing more inclusive practice in mainstream provision.
6. Leaving the use of the aforementioned £370,000 aside, the Service's proposal for play and leisure short breaks for children with additional needs and disabilities differed from what Cllr Powell proposed, in that the Service's preference was for inclusive practice in mainstream provision. The Head of Commissioning – Corporate Parenting submitted that they could learn from other local authorities such as Hampshire and Wandsworth who were already following this approach in, for example, allowing children with additional needs to access sports clubs in their community, an idea which Surrey was discussing with parents in a co-production programme. The Cabinet Member was hopeful this could help young people with additional needs to feel more included and welcome in their community. Cllr Powell asserted that this approach would not work for all children with sensory difficulties, learning difficulties and physical disabilities and some Members were concerned there was a risk that children and young people could be left behind in the time it took to develop and deliver such an integrated approach. Some preferred to get rid of the deficit in the current offer before introducing another scheme. It was suggested that an integrated play and leisure offer was piloted to see

how well it could serve needs in each quadrant, in the meantime identifying the cohort who would continue to need specialist provision. Some Members did not think focus should be split in this way, and the Cabinet Member said she was not generally in favour of pilots. The Committee was assured that inclusive play would not undermine the current £370,000 play and leisure offer.

7. The Select Committee questioned the value of international social worker recruitment proposed by the Service, as they understood from a visit to a quadrant that on the last occasion those recruited did not remain as front-line social workers, after some encountered cultural differences and experienced racism from service users. Committee was informed that out of the 33 recruited via an agency in 2022, 20 still worked for Children and Families and four had transferred to Adult Services. A Member suggested a need to understand why social workers were leaving the profession rather than bringing workers from abroad who may have to deal with loneliness in addition to the demands of the role. Some suggested the £470,000 spent on international recruitment would be better invested in key worker housing and one questioned the ethics of encouraging social workers to depart their native country. Others were persuaded the exercise could be effective with a greater pastoral focus and more preparation with employees before they left their native countries.

Recommendations

- 1) The Children, Families, Lifelong Learning and Culture Select Committee endorses the following:
 - **£4.84m** spending on prevention work proposed by CFLL;
 - **£0.05m** of one-off funding to support the expansion of the current pilot, where providers of SEND Play and Leisure or Overnight Respite groups would allow parents and carers who struggle to recruit Personal Assistants for respite to fund a session or place using their personal allowances;
 - **£0.05m** one-off funding to support the implementation and roll out of the Surrey Foster Carer Charter.
- 2) It also welcomes the Service's proposed **£1.8m** spend on social worker recruitment and retention, with the proviso that special measures are put in place to ensure that social workers recruited from overseas for front line roles are retained in those roles, and the effectiveness of these measures is reviewed six months after recruitment and reported back to Select Committee by the end of April 2025.
- 3) The Committee supports the Service's **£653,105** proposals for additional support in schools for neurodiverse children, and makes the following recommendations to demonstrate and reinforce SCC's commitment that no one is left behind:
 - a) To better understand where the need is and why, by the end of November 2024 the Service undertakes research to identify where the greatest

presentation of neurodiversity need exists in the county and what the contributory factors are.

5

- b) The offer for the Whole School Autism Friendly Reviews and the Schools Inclusion for Autism Initiatives is underpinned by the offer of implementation support to take the pressure off the schools, with **£0.3m** allocated to provide such implementation activity in schools which are struggling to cope. It will be for the Service to ascertain which schools would require this to enable them to take up the offer.
- 4) The Committee asks that, on completion of the co-production programme's research, a written report is produced to outline the strategy for developing and delivering integrated play and leisure across Surrey. The report should detail what integrated play will be delivered by whom, to whom, where, and by when. It should also address how interaction with voluntary sector providers will work, along with an assessment of the strategy's anticipated impact, by comparison with existing provision, and how the transition will be achieved. It should also identify where integrated play will not meet the needs of children with additional needs and disabilities, and how it is anticipated these needs will be met.
- 5) Including £0.5m that the Service proposes for a programme developing more inclusive play and leisure in mainstream provision (which the Committee reserves judgement on until it learns the outcome of recommendation 4), the above initiatives cost a total of £8,196,227. The Committee understands up to £8.3 million may be available to support prevention objectives in Children's Services, which potentially leaves £103,773.

Thus the Committee recommends that all hours of SEND play and leisure provided in 2022/23 are restored in 2024/25. It has been indicated that this will now require more than the £370,000 uplift originally advised by the Service, and championed by the Select Committee. It recommends using what remains of the £8.3m to ensure that the objective of the Select Committee as originally intended is achieved – i.e. restoration of the hours of SEND play and leisure in 24/25 to 22/23 levels. If this is not sufficient to restore 2022/23 hours, it recommends the necessary funding is taken from the **£0.5m** that the Service proposes for a programme developing more inclusive play and leisure in mainstream provision.

**Fiona Davidson, Chair - Children, Families, Lifelong Learning and Culture
Select Committee**

Background papers

Item 5(i) Amendment by Catherine Powell (Farnham North) to item 5 – 2024/25 Final Budget and Medium-Term Finance Strategy report to Council, 6 February 2024

Report to Children, Families, Lifelong Learning Select Committee 17 April 2024, Item 6 and [Draft Minutes](#)

CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE

Item under consideration: SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) AND ALTERNATIVE PROVISION (AP) CAPITAL PROGRAMMES AND SPECIALIST SUFFICIENCY TO 2031/32

Date Considered: 4 June 2024

1. The Children, Families, Lifelong Learning and Culture Select Committee is disappointed that it has not had the opportunity to undertake formal scrutiny of the Capital Programme proposals to be decided by Cabinet on 25 June 2024. It is particularly unfortunate because these proposals address an area of Children's Services with which the Committee – and many residents – are very concerned. This is the provision of school places for children with additional needs and disabilities. An informal briefing was arranged at very short notice such that Committee members had less than two working days to consider the report, and less than 50 per cent of Select Committee members – including the Chair – were able to attend the briefing. We have been advised that – constitutionally – this session can be regarded as formal scrutiny. However, we do not feel that we have been able to scrutinise in the usual manner with proceedings in public, proposals that will have significant consequences for children and young people in Surrey with additional needs and disabilities. We hope that this experience will not be repeated. Nevertheless, given the significance of these proposals and our concerns with some aspects of the proposals, the Committee has agreed a set of recommendations and urges Cabinet to view these with the gravity that the Committee attaches to them.
2. Select Committee was assured by the Cabinet Member for Children, Families and Lifelong Learning that there was to be no reduction in the £260m budgets assigned to the SEND and AP Capital Programmes overall by Cabinet between 2019/20 and 2023/24. The £189m reflected in the MTFs between 2024/25 and 2027/28 was due to about £71m of this already having been spent over the last five years on 43 completed projects, which have created 1,058 additional state-maintained specialist places. This represents 44 per cent of the 2,404 places which, according to the proposed adjustment, the programme would deliver overall by the end of the next four years.
3. Although the capital investment will not change, the revised programme would deliver a reduction of 71 places against the original plan. If the programme that was initially approved was delivered in full, it would now be £45m over budget. There was recognition of the increased construction costs and the work done by external consultants to review and benchmark these, but concern about the impact on children and young people of places at risk of being lost.
4. Given the rising prevalence of autism in girls, which tends to present differently and as such can be more difficult to identify, Members were particularly keen not to lose additional places for autistic girls. Committee was

told there was no confidence that if the projects earmarked for abortion did proceed that new places could all be filled by pupils residing in Surrey.

5. Members noted the target capacity of 5,761 overall state-maintained specialist places by 2031/32 falls short of the 6,345 pupils anticipated to need one in 2029/30 should current trends continue. They sought reassurance as to how all young people's needs would be met if Cabinet decided the six schemes should not proceed. Officers said the wider partnership would become more inclusive and the Council was in discussions with mainstreams about creating opportunities without the need for capital. With regard to affordability, the Committee's concern was that cancelling projects may lead to using more expensive placements in the independent sector and a greater use of out of county schools could result in increased demand for home to school travel assistance.
6. Members expressed concern that the South East quadrant would be disproportionately adversely affected, with the SE having a majority of the 317 places that are proposed to no longer be created. A high proportion of the 230 proposed new places are reliant on an SEMH specialist free school, considered to be the highest potential risk of non-delivery within the programme. Further analysis was requested and assurance of how such a disparity would be addressed. The Committee was told there was no disproportionate reduction in places in one area over another; more than a quarter of additional places overall were assigned to the SE quadrant.
7. There was also concern should the expansion of a specialist school not proceed, about the additional strain that could be placed on the budget of a nearby school which currently has a higher than average proportion of pupils with SEN support. Enquiries were made as to whether schools who may be affected by the decision were supportive of proposed changes. Members were told that schools subject to a Cabinet decision were advised on 15 April.
8. Asked for the risk factor of proposed changes, the Programme Manager advised the Committee this could not be applied across the whole programme because of nuances, but the highest risk was carried by the DfE funded Free School. Members were concerned about the risk attached to a heavy reliance on plans for three free schools where funding is not within the control of the Local Authority. These represented a total of 500 places across Betchwood Vale, Frimley Oak and the new proposal - 37 per cent of the additional places yet to be created.
9. There would be no change to the 41 additional Alternative Provision places provided over the course of the programme. Committee was informed that redirection of £5.3m from the current allocated SEND capital budget for 2024/25-2027/28 to the current AP budget would create a reduction of 40 additional specialist school places, however the impact of this was accounted for in the overall 5,761 capacity to be created by 2031/32.
10. The Programme Manager said the selection of locations for the remaining 33 SEND projects and five AP projects left to deliver had been through a quality

assured process, with schools submitting applications to the programme against defined criteria.

Recommendations

The Children, Families, Lifelong Learning and Culture Select Committee is not assured that evidence has been provided to justify the SEND Capital Programme proposals from the perspective of meeting the needs of children and young people (CYP), in addition to managing the annual Non-maintained Independent school placement and Home to School Transport revenue costs out to 2031/32.

The Select Committee recommends that the Cabinet defers a decision on these proposals until the following additional information, consequences and impacts can be assessed:

1. The proposals should be accompanied by a statement of CYP education provision **needs** (by specific provision type – ASD, SEMH specialist school vs. mainstream SEN unit, etc. and by quadrant) out to 2027/28 and 2031/32. Information on the number of school places to be provided does not provide assurance since needs are very specific.
2. Based on this projection, and the SEND Capital Programme proposals, the estimated impact on the CFLLC revenue budget for (a) Non-Maintained Independent school places, and (b) Home to School Travel Assistance (H2STA), should be assessed per annum out to 2028/28 and 2031/32 – and compared to the one-off cost savings of the Capital Programme proposals at £45m.
3. The proposed new projects to provide 230 new school places do not match the profile of the 317 places (and 140 reprovided places) withdrawn, and there is no guarantee that the sponsors of these places will deliver. Evidence should be provided of why the new proposed places substitute for the withdrawn places. The proposed new SEMH Special Free School due to provide 150 places by August 2028 is of particular concern given the steeply rising demand for SEMH specialist provision. (More detail in part 2 report)
4. Assurance is needed on how reprovided places are impacted by projects being withdrawn will be sustained, or whether they will also be lost by 2027/28.
5. The proposals indicate that the South East quadrant would be disproportionately adversely affected, with a majority of the 317 places that are proposed to no longer be created in the SE. A high proportion of the 230 proposed new places are reliant on an SEMH specialist free school considered the highest risk for non-delivery. Further analysis and assurance of how this disparity would be addressed should be provided. (More detail in part 2 report)

6. The contingency plans for the 500 additional new Special Free School places (which will provide c. 9% of SCC's anticipated 5,791 school places by 2030/31) in the event of non-delivery by the DfE should be provided.
7. Based on projections assuming current trends, the Committee was informed that under the new programme there could be a shortfall of 660 specialist places in the state-maintained sector by 2031/32. The ongoing revenue cost of this shortfall should be assessed and compared with the likely capital cost of providing these places.
8. See part 2 report.

**Fiona Davidson, Chair - Children, Families, Lifelong Learning and Culture
Select Committee**

Background papers

Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP)
Capital Programmes and Specialist Sufficiency to 2031/32 Draft Cabinet Report, 25
June 2024

Response to actions from 4 June 2024 Select Committee briefing

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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SURREY COUNTY COUNCIL**CABINET****DATE:** 25 JUNE 2024**REPORT OF:** N/A**LEAD OFFICER:** MICHAEL COUGHLIN, INTERIM HEAD OF PAID SERVICE**SUBJECT:** LEADER/DEPUTY LEADER/CABINET MEMBER/ STRATEGIC INVESTMENT BOARD AND COMMITTEE-IN-COMMON DECISIONS TAKEN SINCE THE LAST CABINET MEETING**SUMMARY OF ISSUE:**

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

RECOMMENDATIONS:

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

REASON FOR RECOMMENDATIONS:

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

DETAILS:

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

Contact Officer:

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

Annexes:

Annex 1 – Delegated Decisions Report

Sources/background papers:

None

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**CABINET MEMBER FOR PROPERTY, WASTE AND INFRASTRUCTURE DECISIONS –
23 APRIL 2024**

1. PROPERTY TRANSACTION

(i) Resolved:

The Cabinet Member approved the sale of house and land at 5 Ashford Smallholdings, Ashford, to a private purchaser.

(ii) Reasons for decision

The reason for the recommendations were outlined within the Part 2 report.

2. PROPERTY TRANSACTION

(i) Resolved:

The Cabinet Member approved the disposal of lands at Bolters Lane, Banstead, to support a community sports club.

(ii) Reasons for decision

The reason for the recommendations were outlined within the Part 2 report.

3. PROPERTY TRANSACTION

(i) Resolved:

The Cabinet Member approved the acquisition of land and buildings at Alma Road, Deepcut, to support Special Education provision.

(ii) Reasons for decision

The reason for the recommendations were outlined within the Part 2 report.

STRATEGIC INVESTMENT BOARD- 13 MAY 2024

**1. HALSEY GARTON PROPERTY INVESTMENTS LTD ANNUAL BUSINESS PLAN
2024/25**

RESOLVED:

That the Strategic Investment Board approves Halsey Garton Property Investments Ltd Annual Business Plan for 2024/25.

Reasons for Decision:

To inform the Council about the activities of HGPI.

CABINET MEMBER FOR ENVIRONMENT DECISION – 28 MAY 2024

1. ADOPTION OF HIGH WEALD AREA OF OUTSTANDING NATURAL BEAUTY (AONB) MANAGEMENT PLAN 2024-29

(i) Resolved:

The Cabinet Member agreed to adopt the High Weald AONB Management Plan for 2024-2029.

(ii) Reasons for decision

If the County Council does not adopt the plan as proposed, then the Council would be in breach of the Countryside and Rights of Way Act 2000 and would have to produce its own review of the management plan to cover the area of the AONB in Surrey.

CABINET MEMBER FOR CHILDREN, FAMILIES AND LIFELONG LEARNING – 4 JUNE 2024

1. SEND CAPITAL PROGRAMME BUDGETS

(i) Resolved:

The Cabinet Member:

1. Agreed the use of £19.4m of the total approved existing SEND Capital budget of £140.4m for 2024/25 to 2027/28 for confirmed final expansion schemes at Freemantles School, Pond Meadow School and Philip Southcote School.

2. Agreed the use of £0.99m of the £19.4m for the confirmed refurbishment project budget for Freemantles School temporary satellite site on the former Ripley Church of England Primary School site. This figure represents no change from previous assumptions as per the project's capped budget.

3. Agreed the use of £7.34m of the £19.4m for the confirmed refurbishment, adaption and new build extension project budget at Pond Meadow School. This figure represents a £1.46m increase from previous assumptions as per the project's capped budget of £5.88m.

4. Agreed the use of £11.05m of the £19.4m for the confirmed new build extension and hydrotherapy pool project budget at Philip Southcote School. This figure represents a £0.88m increase from £10.17m approved by Cabinet on 28 March 2023.

5. Delegated authority to the Section 151 officer in consultation with the Director of Land and Property to finalise and approve the terms of all associated legal contracts and agreements to facilitate the recommendations in this paper for project delivery at Freemantles School temporary Satellite Site, Pond Meadow School and Philip Southcote School.

(ii) Reasons for decision

- Investing in Freemantles School temporary Satellite Site, Pond Meadow School and Philip Southcote School's capital projects will generate a positive impact on outcomes for children with complex additional needs and disabilities, as well as improving the Council's financial sustainability.

- The committed expansion projects are business critical to ensure Surrey County Council (the Council) discharges its statutory duties under Section 3 of the Local Government Act 1999, Sections 13 and 14 of the Education Act 1996 and Part 27 Section 3 of the Children and Families Act 2014.
- The confirmed budgets for all three projects are above the threshold for Capital Programme Panel (CPP) approval. Cabinet's authority to allocate resources from the approved SEND and AP Capital budgets is required for individual projects, and agreement to enter any associated legal documentation to facilitate the contract award and project delivery is delegated to the Cabinet Member for Children, Families and Lifelong Learning, following CPP's financial scrutiny and endorsement. This is in line with Full Council approved amended Financial Regulations from March 2023.
- To that end, agreement is sought to use defined resources to enable project progression against the Procurement Forward Plan, so that contracts can be awarded from early summer 2024 in time to facilitate target delivery timescales 2024 and 2025.

CABINET MEMBER FOR PROPERTY, WASTE AND INFRASTRUCTURE DECISIONS – 4 JUNE 2024

1. DISPOSAL OF THE COTTAGE, NORBURY PARK, MICKLEHAM

(i) Resolved:

The Cabinet Member:

1. Formally declared the asset surplus to operational requirements (in consultation with the Leader and Deputy Leader).

2. Approved the sale of The Cottage, Norbury Park, Mickleham RH5 to the party, at the sale price and subject to the conditions, noted in the Part 2 report. The sale is conditional upon the simultaneous surrender of the headlease held over the asset by Halsey Garton Residential Ltd (HGR) which has been agreed by the HGR Board.

3. Noted HGR will not be seeking any value for their interest from the gross receipt, as there is no debt aligned to this asset but with both parties bearing their own costs and appointments of their own professional team.

4. Delegated authority to the Section 151 officer in consultation with the Director of Land and Property to finalise the transaction, and enter into all associated legal contracts.

(ii) Reasons for decision

- Following an open marketing campaign of the vacant property known as The Cottage, Norbury Park, terms have been agreed to sell the freehold interest to the party, and at the price, noted in the Part 2 report.
- The asset was part of an early tranche of residential properties transferred by the County Council to HGR in August 2020, without a transfer premium paid for the headlease interest on this asset given its poor structural condition. Whilst the original intent had been for HGR to demolish and redevelop the asset for rental

income alongside adjacent holdings, subsequent feasibility highlighted viability and planning challenges, and HGR have requested it be handed back and sold.

- The Cabinet Member is asked to formally declare the asset surplus to operational requirement under the Council's constitution (Article 6 Part 2).
- The property is not required for operational purposes and falls below the necessary requirements of [The Energy Efficiency \(Private Rented Property\) \(England and Wales\) Regulations 2015](#).

2. DISPOSAL OF THE COTTAGE, NORBURY PARK, MICKLEHAM

(i) Resolved:

See exempt minute - E-07-24

(ii) Reasons for decision

See exempt minute - E-07-24

CABINET MEMBER FOR FIRE AND RESCUE, AND RESILIENCE – 4 JUNE 2024

1. SCC ADOPTION OF THE CHARTER FOR FAMILIES BEREAVED THROUGH PUBLIC TRAGEDY

(i) Resolved:

The Cabinet Member approved the adoption of The Charter for Families Bereaved through Public Tragedy for all Surrey County Council Services.

(ii) Reasons for decision

Signing up to the Charter for Families Bereaved through Public Tragedy will provide additional assurance to our communities should an event happen within Surrey.

CABINET MEMBER FOR HIGHWAYS, TRANSPORT AND ECONOMIC GROWTH DECISIONS – 11 JUNE 2024

1. BUS SERVICE IMPROVEMENT PLAN – JUNE 2024 UPDATE FOR SUBMISSION TO THE DEPARTMENT FOR TRANSPORT

(i) Resolved:

The Cabinet Member:

1. Agreed the updated Bus Service Improvement Plan for Surrey.
2. Noted the approach taken with operators, Members and stakeholders in developing the Bus Service Improvement Plan update.
3. Agreed the approach for the Enhanced Partnership Board to sign off the updated Bus Service Improvement Plan to be submitted to the Department for Transport.

4. Agreed the approach for revising the Enhanced Partnership Plan and Scheme between the County Council and the bus operators.

(ii) Reasons for decision

LTAs are required to update their BSIPs and submit them to the DfT by 12 June 2024. The Council has been proactive in meeting this deadline, ensuring that existing Government BSIP Phase 2 funding is retained and available to support our agreed investment programme. It also places the Council in an advantageous position should additional Government funding become available.

Planned and potential future investment as detailed in the updated BSIP will improve the quality, breadth and attractiveness of public transport to all residents, whilst also helping to tackle emissions from transport.

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SURREY COUNTY COUNCIL**CABINET****DATE: 25 JUNE 2024****REPORT OF CABINET MEMBER: TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: MICHAEL COUGHLIN, INTERIM HEAD OF PAID SERVICE****SUBJECT: DELIVERING FOR SURREY THROUGH STRATEGIC PARTNERSHIPS****ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ TACKLING HEALTH INEQUALITY/ ENABLING A GREENER FUTURE/ EMPOWERING COMMUNITIES****Purpose of the Report:**

This report sets out an overview of the strategic partnerships across Surrey and their governance, which drives, aligns and enables the delivery of the ambitions for people and place in Surrey, as set out in the Community Vision for Surrey 2030.

In order to ensure continued transparency, clarity and engagement in partnership activity, the report proposes some refinements to county-wide strategic partnership governance arrangements, following a number of changes in policies, responsibilities and functions. It further sets out the opportunity that has been taken to rationalise, de-duplicate and streamline them, to continue to contribute towards delivery of Surrey County Council's four priority objectives and underlying principle of 'no-one left behind':

- i) Growing a sustainable economy so everyone can benefit,
- ii) Enabling a greener future,
- iii) Tackling health inequality and
- iv) Empowered and thriving communities.

Recommendations:

It is recommended that Cabinet:

1. Note the convening and facilitating role Surrey County Council has played in developing co-ordinated, and aligned Surrey-wide, collaborative leadership to deliver the Community Vision for Surrey 2030.
2. Note the implications for strategic partnerships of the devolution of certain Government functions to the County Council through the County Deal framework, in particular in relation to the economy, skills and the environment.
3. Approve the proposed changes to the strategic partnerships' governance arrangements set out and the ongoing role of the County Council in them.

Reason for Recommendations:

In light of recent changes in national policies, including the devolution of functions and responsibilities to the County Council, it is proposed that a number of refinements are made to the county-wide strategic partnership boards. This report sets out those proposed changes and invites Cabinet to endorse them, in order that the boards can continue to play a key role in overseeing progress towards delivering the Community Vision for Surrey 2030 and ensuring the alignment of partners' strategic priorities, decisions and resources.

Background:

1. The 'Surrey Community Vision 2030' was developed in 2018 with residents, communities, and partners, to establish a shared vision for the county, as follows:

"By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

We want our county's economy to be strong, vibrant and successful and Surrey to be a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other."

2. It was recognised that no single partner could deliver the 2030 Community Vision alone, as the ambitions for people and place could only be achieved through all partners aligning their efforts. The County Council set out its approach to delivering the Community Vision 2030 through the Organisation Strategy in which the council's four priority objectives and guiding mission of 'no-one left behind' are embodied.
3. A number of strategic partnership boards have been established to enable joint discussions, alignment of priorities, collaboration and partnership working in order to deliver against the ambitions set out in the 2030 Community Vision and Organisation Strategy. To date, this has been clearly demonstrated in activity coming out of these boards including the adoption of key neighbourhoods and priority populations, the development of the Greener Futures Climate Change Delivery Plan, the agreement of the Surrey Skills Strategy, and ongoing joint work regarding key priorities for the County such as housing, mental health, poverty and collaborative working in towns and villages.
4. In 2013, the Health and Wellbeing Board (HWBB) was established, bringing together partners focused on improving health outcomes. This was later merged with the Community Safety board in recognition of the similar preventative drivers such as education and employment. The One Surrey Growth Board (OSGB) was set up in 2020 to bring key stakeholders together to focus on growing a sustainable economy in Surrey from which everyone can benefit. In 2021, the Greener Futures Board (GFB) was established to ensure coordination and delivery of partner's ambitions around achieving Net Zero and tackling climate change. Lastly, the Surrey Forum was established at the end of 2021, bringing together a range of senior partners to better align, co-ordinate and strengthen collaboration between partners on cross-cutting issues and embed new ways of working to empower communities.

5. More recently, the Health and Care Act 2022 established 42 Integrated Care Systems (ICSs) across England. The Surrey Heartlands ICS was formed in July 2022 and consists of two statutory elements, Surrey Heartlands Integrated Care Board (ICB) and the Surrey Heartlands Integrated Care Partnership (ICP) which is a statutory committee jointly formed between the ICB and Surrey County Council. The ICP is responsible for producing an integrated care strategy on how to meet the health and wellbeing needs of the local population, promoting partnerships that will champion improvements in the health and wellbeing and socioeconomic conditions of residents. Ambition One of this strategy aligns with and feeds into the Surrey Health and Wellbeing Strategy priorities.
6. A number of delivery focused partnership groups sit under these key strategic partnership boards, including; Surrey Adults' and Surrey Childrens' Safeguarding boards, the Skills Leadership Forum, the Innovation Leaders Group, the Greener Futures Steering Board and the Climate Change Board. These groups play an instrumental role in helping to translate the strategic discussions that take place in the overarching strategic boards into partnership activities.

Changes to the Strategic Context

7. Over time, Surrey's strategic partnership arrangements have matured, expanded and adapted to changing policies, priorities, and pressures and the needs of local residents, the economy and environment. Since the development of the 2030 Community Vision, events such as the COVID-19 pandemic and the cost-of-living crisis have challenged Surrey's communities and required partners to work together in new and innovative ways. Other changes, such as securing a County Deal for Surrey and the introduction of the 2022 Health and Care Act have seen new functions and ways of collaborating emerge for the County Council and its partners.
8. The Government's 2022 Levelling Up White Paper set out a Devolution Framework, detailing the powers and functions available for devolution to upper-tier local authorities. In early 2024, Surrey agreed a Level 2 Devolution Framework Agreement with Government, devolving a set of functions to the County Council, including the integration of Local Enterprise Partnerships, the designation of Surrey County Council as the Lead Climate Change Authority with responsibility for the eventual formation of a Local Environment Improvement Plan. The addition of these devolved functions requires some amendments to existing partnerships around economic growth and the environment.
9. In parallel with these changes, health governance has also been impacted by legislative and structural changes. The formation of the ICP following the Health and Care Act 2022, has led to it working alongside the already established statutory HWBB, with some duplication of membership and agendas. In order to address this duplication, it is proposed to bring the ICP and HWBB together in a new streamlined model which will improve efficiency, reduce duplication and allow for more effective and transparent collaborative engagement and decision making on key issues.

Delivering the Community Vision for Surrey 2030 – Strategic Partnership Arrangements

The Surrey Forum:

10. The Surrey Forum complements other, specifically focused partnership boards, and being cross-cutting in nature, enables partners to better co-ordinate, align and collaborate on longer-term 'wicked issues'.

11. The Forum acts in effect as an informal sounding/advisory board for leaders of Surrey organisations by bringing together senior stakeholders from different organisations to hold discussions and propose action on cross-cutting issues impacting local residents, the economy and/or environment. The nature of the meetings does not require them to be held in public.
12. The Forum is non-statutory, voluntary-based group in which constituent members have an active role in identifying and developing areas for discussion, action and improvement. Where conclusions reached in discussions require decisions, these are taken by individual members' organisations in line with their usual governance and reporting processes.
13. In parallel with the Forum, Surrey Leaders meet regularly together, often with the Police and Crime Commissioner, the Chief Constable, Health Partners, and LGA Principal Adviser to promote Surrey's interests, collaborate across projects and discuss items of business where agreements need to be made in a collective forum.

Growing a Sustainable Economy so Everyone can Benefit

One Surrey Growth Board (OSGB):

14. From 1st April 2024, Surrey County Council became the lead authority for regional economic growth and has taken on the functions previously managed by the two Local Enterprise Partnerships (LEPs) covering the Surrey geography: Coast to Capital LEP in the East and Enterprise M3 LEP in the West.
15. Through the LEP integration process, one of the Government's priorities was to ensure that the role of "effective, independent and diverse business representation" is retained in upper-tier local authorities and "embedded into decision-making processes". This has been made an eligibility requirement for LEP grant funding, Growth Hub funding, and is a key principle of the English Devolution Accountability Framework
16. The County Council is well-positioned to respond to the requirements from Government due to the effective partnership arrangements which are already in place, with the OSGB, being the main business-led advisory board for helping to steer the County Council's economic growth policy and programmes. The terms of reference for this group, membership and associated policies, are being updated to ensure greater transparency and formality.
17. The new key principles underpinning the OSGB are as follow:
 - a. The membership of the OSGB has a private sector majority.
 - b. Surrey businesses are appointed as a diverse and representative group of companies drawn from across the county.
 - c. The businesses attending are representing the voices of a wider group of stakeholders.
 - d. Members are appointed by the group that they represent.
 - e. The role of the OSGB is embedded in the County Council approval processes.
18. In order to abide by these principles, a set of changes will be made to how the OSGB is run:
 - a. The Surrey Business Leaders Forum will become the mechanism from which business representatives on the OSGB will be drawn.

- b. As Chair of the OSGB, Matt Furniss will invite the Chair of the Surrey Business Leaders Forum to provide the vice-Chair.
 - c. The OSGB will have a specific role in influencing decisions relating to the Surrey economy including, for example, providing formal comment to relevant Cabinet papers.
19. The board will continue to fulfil a strategic leadership function: informing, advising, and endorsing key decisions regarding Surrey’s economic strategies and related activity.
20. The OSGB is supported by the Surrey Business Leaders Forum (SBLF), which has a wider business membership representing a diverse, local, business voice. It provides challenge and insight on the business impacts of public sector initiatives and will raise awareness and understanding of local business and economic needs. The SBLF is supplemented by a number of working groups, such as the Surrey Skills Leadership Forum, Innovation Leaders Group and Place Directors Group.

Enabling a Greener Future

Surrey Greener Futures Board (GFB):

21. The GFB brings together a powerful alliance of key stakeholders, partner organisations and influential parties to strategically lead the delivery of Surrey’s Greener Futures ambitions. Initially the Board focused on the delivery of the Climate Change Strategy and accompanying Delivery Plan, but more recently has expanded its vision statement to include a commitment to “complete integration between society and nature,” and as part of this commitment, improved social inclusion, healthy food and a nature-positive approach to the environment and climate change.
22. As a result of the Civic Agreement with Surrey academia, the GFB is co-Chaired by Marisa Heath, the County Council’s Cabinet Member for Environment; and Lorenzo Fioramonti, the Director for the Institute of Sustainability at the University of Surrey. It meets quarterly and has successfully engaged partners in areas including the development of the Greener Futures Climate Change Delivery Plan and Finance Strategy, the development of a Climate Adaptation Strategy and Delivery Plan for Surrey and the development of local nature and biodiversity management policies and approaches.
23. The devolution settlement confirms the strong role that local action must play in the delivery of net-zero and improving the environment. It paves the way for the GFB to support further local action to address climate change, including the development and implementation of Local Area Energy Plans, amongst other possibilities. In the longer term, the GFB will also be instrumental in the development and implementation of a Local Environmental Improvement Plan, where all the relevant duties and plans for Surrey will sit under a single strategy and delivery framework linked to England’s Environmental Improvement Plan.

Tackling Health Inequality and Empowering Thriving Communities

Integrated Care System (ICS) (Comprised of the Integrated Care Partnership (ICP) and the Integrated Care Board (ICB)) and Health and Well-being Board (HWBB)

24. It is widely accepted that the Integrated Care System (ICS), which includes the Integrated Care Partnership (ICP) and the Integrated Care Board (ICB), is complex. As such, the Surrey Heartlands ICS governance arrangements are currently being reviewed. The Surrey Health and Wellbeing Board (HWBB) is an independent statutory body with responsibility for developing a county-wide Health and Wellbeing Strategy, the Surrey joint

Strategic Needs Assessment and Surrey Pharmaceutical Needs assessment. The HWBB covers a larger geography (e.g. the whole of Surrey) than the ICS and includes additional representatives from other key partners including from Frimley Health and Care ICS. To date, the two elements of the Surrey Heartlands ICS (the ICB and ICP) and HWBB have all met separately despite there being duplication of membership and agendas between the boards.

25. It has been agreed by the respective boards that greater alignment and streamlining of governance be explored, aimed at improving efficiency, allowing for more collaborative strategic direction setting and decision making, and ensuring adequate assurance flows are in place. As part of this alignment, the HWBB and the ICP will see their memberships and agendas streamlined thereby allowing them to run consecutively in a more effective and less duplicative manner.
26. The HWBB assumed responsibility for oversight of Community Safety in March 2020. With the advent of the Police and Crime Commissioner's half-yearly Community Safety Forums and the role played by local District and Borough Community Safety Partnerships, it is proposed that the discharge of the County-wide responsibility for reviewing and strategic action-planning of Community Safety be removed from the remit of the HWBB and be subject to further consideration and discussions with the relevant partner agencies.
27. Officers have been tasked with developing a plan for the implementation of these changes by Autumn 2024, to include maintaining wider organisational representation and enabling the revised boards to hold meetings in towns and key neighbourhoods across the County.

Thriving Communities Board

28. Since the Thriving Communities Board was established, new arrangements with local NHS and other partners have developed and matured, as set out above.
29. In order to simplify and streamline strategic partnership governance for locality working with communities, especially given the focus on reducing health inequalities in neighbourhoods, it is proposed that the current Thriving Communities Board is stood down, and that its functions are transferred to the ICP, including its role in providing assurance that:
 - a. plans, resources and activities are effectively joined up at a local level in Surrey's towns and key neighbourhoods to local needs and tackle health inequalities.
 - b. system-wide strategies are having practical on the ground impacts in towns and neighbourhoods,
 - c. thematic insights from communities are informing and shaping services and investments to ensure they are effective.

Alignment Across the Partnerships:

30. The secretariats for each of the partnership boards meet on a regular basis to share information and forward plans for board agendas, ensuring that duplication is avoided, and that opportunities for join-up are identified early. In addition, summarised notes from each of the Boards is collated and provided to the Surrey Forum, so that broad strategic oversight is maintained.
31. Furthermore, following the paper on the Council's partnerships that went to the Audit and Governance Committee in Summer 2023, an internal portal was created on the Surrey County Council intranet page, sharing the agendas and meeting summaries of the OSGB,

HWBB and GFB. This portal is accessible to elected members of the Council, providing oversight of the activity taking place in these partnership spaces.

Consultation:

32. A wide range of stakeholders, included the board Chairs and Cabinet Representatives, have been engaged in developing the proposed changes to the strategic partnership landscape as set out in this report.

Risk Management and Implications:

33. Agreed partnership governance will enable and support the Council's wider risk mitigation work as collaboration and joint decision making across the partnerships strengthens collective oversight of shared risks with key partners in the county.
34. With any governance changes, there is a risk that partners do not endorse the changes being suggested, thereby impacting on the council's relationships with partners and the collaborative work needed to deliver the Community Vision 2030. This risk is being mitigated through early and ongoing engagement on changes with key partners and stakeholders.

Financial and Value for Money Implications:

35. Improved co-ordination and partnership working at a strategic level presents many opportunities, and ultimately will support delivery of the 2030 Community Vision, the Council's priority objectives, and the best long-term outcomes for residents.
36. No direct financial implications are known at this stage; however, there may be opportunities through closer working with partners to identify ways to deliver future efficiencies and/or to more effectively attract Government or other external funding to the county.

Section 151 Officer Commentary:

37. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve the Council's financial resilience and whilst this has built a stronger financial base from which to deliver our services, the cost-of-service delivery, increasing demand, financial uncertainty 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 deliver financial efficiencies and reduce spending to achieve a balanced budget position each year.
38. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 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.
39. The recommendations do not have any immediate direct financial impacts and any financial implications from partnership arrangements will be captured as part of the Medium-Term Financial Strategy. As such, the Section 151 Officer supports the recommendations.

Legal Implications – Monitoring Officer:

40. No specific legal implications arise out of recommendation 1 of this report. In relation to recommendations 2 and 3, Legal Services will assist where required and once instructed will ensure that any changes to partnership arrangements which are required as a consequence of these recommendations are reflected in the relevant partnership agreements.

Equalities and Diversity:

41. The strategic partnership boards discussed in this paper are specifically focused on addressing inequality and ensuring no one is left behind. The improved collaboration and closer alignment of partners resulting from the governance shifts set out above will allow Surrey-wide partners to better deliver the Community Vision for Surrey 2030. Therefore, an Equality Impact Assessment is not required for this decision.

Next steps:

42. Following the approval of the recommendations, the changes set out in this paper will continue to be explored, developed and implemented, ensuring that all strategic partnership boards are streamlined, partners' strategic priorities, decisions and resources are aligned, and they are able to deliver to the Community Vision 2030.

Report Author: Nicola Kilvington, Director of Corporate Strategy and Policy,
nicola.kilvington@surreycc.gov.uk

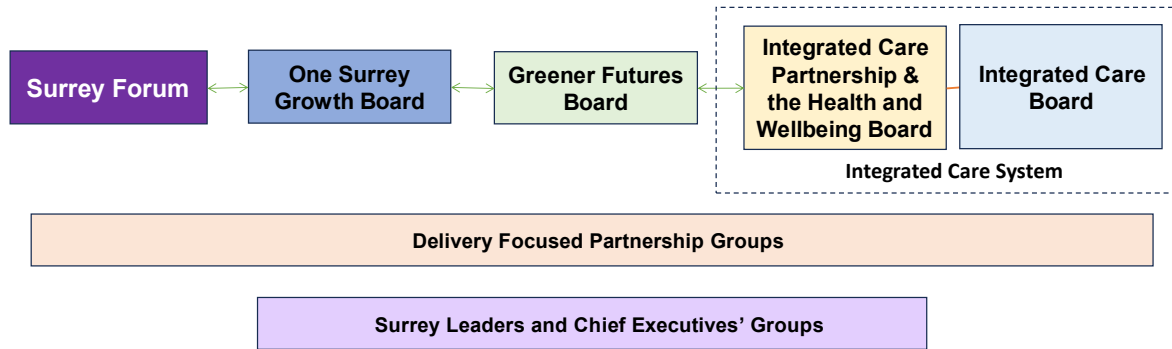
Consulted:

- SCC Corporate Leadership Team
- Cabinet sponsors of each strategic partnership board
- Strategic Partnership Board Chairs

Annexes:

Annex 1: Proposed Updated Strategic Partnership Landscape Diagram

Updated Partnership Landscape



7

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SURREY COUNTY COUNCIL**CABINET****DATE: 25 JUNE 2024****REPORT OF CABINET MEMBER: TIM OLIVER, LEADER OF THE COUNCIL****LEAD OFFICER: MICHAEL COUGHLIN, INTERIM HEAD OF PAID SERVICE****SUBJECT: SURREY COUNTY COUNCIL'S PRODUCTIVITY PLAN**

ORGANISATION STRATEGY PRIORITY AREA: NO ONE LEFT BEHIND / GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT / TACKLING HEALTH INEQUALITY / ENABLING A GREENER FUTURE / EMPOWERED AND THRIVING COMMUNITIE / HIGH PERFORMING COUNCIL

Purpose of the Report:

The Final Local Government Finance Settlement 2024/25 included a requirement for all local authorities to produce Productivity Plans to help Government to understand what local authorities are doing to maximise their productivity and efficiency, and any barriers that preclude councils from achieving this.

The plans are expected to be no more than four pages long, submitted to Government and published on our website by 19 July 2024. There is an expectation that the contents of the plan are updated, and progress reported.

This report sets out the Council's approach to developing its productivity plan by the Government's deadline. This plan is an opportunity for to set out the progress the Council has made in transforming services and against our ambition to become a high performing council that delivers excellent services, focusing on impact and a more resilient, sustainable organisation.

It is also an opportunity to set out to Government where support is needed to remove barriers that hinder efficiency, productivity and the achievement of our [Organisation Strategy priority objectives](#), that are crucial for delivering on the Council's mission to make sure no-one is left behind.

Recommendations:

It is recommended that Cabinet:

1. Endorses the proposed approach to developing Surrey County Council's Productivity Plan.
2. Agrees to delegate authority to the Interim Head of Paid Service in conjunction with the Leader of the Council to sign off the final Productivity Plan.

Reason for Recommendations:

A requirement from Government for developing Productivity Plans is that there is Member oversight. These recommendations enable this to be achieved while also ensuring that the Council can meet the Government's deadline of 19 July 2024.

Executive Summary:

Background

1. On 5 February 2024, the Final Local Government Settlement for 2024/25 was announced. This included a request from Government that all local authorities develop and publish productivity plans.
2. In a [Written Ministerial Statement](#), the Secretary of State for Levelling Up, Housing and Communities and Minister for Intergovernmental Relations, set out the purpose of productivity plans:

As part of our efforts to return the sector to sustainability in the future, we are also asking local authorities to develop and share productivity plans. These plans will set out how local authorities will improve service performance and reduce wasteful expenditure... Government will monitor these plans, and funding settlements in future will be informed by performance against these plans.

3. Since the statement was made, Government has written to all councils with further guidance on the plans – a letter from the Department for Levelling Up, Housing and Communities (DLUHC) setting out the asks of councils is attached for reference (**Annex 1**). The documents should be no more than four pages long, and identify ways councils have, and will, improve productivity, including any relevant performance metrics. They should also set out how local authorities monitor and assess to provide assurance against deliverability.
4. Each plan is expected to provide information against four themes:
 - a. How we have transformed the way we design and deliver services to make better use of resources.
 - b. How we plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.
 - c. Our plans to reduce wasteful spend within our organisation and systems.
 - d. The barriers preventing progress that the Government can help to reduce or remove.
5. The deadline for all authorities to submit productivity plans to Government and publish the plan is 19 July 2024. Since the announcement of a General Election on 4th July 2024, DLUHC have confirmed that Productivity Plans are

still required to be submitted.

6. Following the submission of councils' plans, the new Government following the General Election will need to confirm whether and how it intends to make use of the plans and engage local authorities on the process further.

Our approach

7. The Productivity Plan represents an opportunity to showcase to Government and residents the progress the Council has made and is making towards becoming a more efficient, effective and productive organisation. The Council has delivered significant financial efficiencies and service improvements since 2018 and will need to continue to do so in anticipation of a very challenging financial climate and to enable the outcomes Surrey residents and businesses want to see.
8. The process will also be used as a further opportunity to set out the Council's case to Government for barriers it can support the Council to overcome to deliver the services that the county's residents and businesses need. Setting out what these barriers are, and their impact on residents' experience, will support a continuing dialogue with Government on how they can help make sure that no-one in Surrey is left behind in partnership with the Council.
9. An outline version of the Productivity Plan is attached as **Annex 2**. The Plan will address each of the four themes in turn, providing relevant supporting evidence and signposting to public documents, such as strategies and policies that underpin the Council's Policy Framework. It will also present the performance indicators that we already use to enable residents and businesses to assess our current performance and track our progress.
10. In addition to engaging widely with colleagues across the council, officers are engaging local authority partners and networks locally, regionally and nationally to learn from their approaches to developing their plans to adopt best practice.
11. As the Council makes progress, the organisation's key strategies and transformation programme will be refreshed, as well as performance being accounted for through the Council's governance.

Consultation:

12. In addition to engagement with the Cabinet, internal engagement with officers is taking place. Those involved include the Corporate Leadership Team and other senior officers across all Directorates.
13. The Council will also engage partners from other local authorities within Surrey and networks across the country, such as the County Councils Network, the Society for County Treasurers and South East 7, to learn from

others' approaches to developing their plans and enable sharing of best practice.

Risk Management and Implications:

14. There are no direct risks to service delivery or residents resulting from this report's recommendations.
15. At present, it is unclear what the consequences to local authorities are in completing the Productivity Plans. However, as the Written Ministerial Statement indicates, these Plans will be tied to future funding settlements for local government.
16. If a new government continues to pursue this policy following the General Election on 4 July 2024, the Council will need to use this as an opportunity to provide evidence to Ministers on how services are being transformed to be more efficient and productive, and to use the Council's voice to articulate what barriers need to be removed to enable greater productivity and more efficient use of resources.

Financial and Value for Money Implications:

17. There are no direct financial implications resulting from this report's recommendations. As part of the Productivity Plan, the Council will provide information on its financial position, such as the agreed budget and Medium-Term Financial Strategy, reserves levels and requirements for efficiencies.

Section 151 Officer Commentary:

18. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve our financial resilience and whilst this has built a stronger financial base from which to deliver our services, the costs of service delivery, increasing demand, financial uncertainty 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 deliver financial efficiencies and reduce spending in order to achieve a balanced budget position each year.
19. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 remains uncertain. With no clarity on central government funding in the medium term, the working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority, in order to ensure the stable provision of services in the medium term.

20. The Productivity Plan will clarify what we are doing to ensure financial sustainability going forward. There are no direct financial implications from the Plan beyond those already in the Medium-Term Financial Strategy and the S151 officer supports the recommendations.

Legal Implications – Monitoring Officer:

21. This report sets out the requirement for the Council comply with the Government introduction of Productivity Plans. There is at present no formal template or detailed list of criteria that local authorities must meet as part of their plans, however Members must oversee and endorse the plan before it is submitted to the Department.

22. There are no direct legal implications arising from the recommendations in this report.

Equalities and Diversity:

23. There are no direct equality implications arising from this report. The Productivity Plan provides opportunities to highlight the work that has been, and is being, done to enhance quality of life for residents most at risk of being left behind, and developing a dynamic, collaborative and productive workforce.

24. The Plan will also ask for Government's support to unblock barriers that preclude the council from delivering inclusive, accessible services.

What Happens Next:

25. If Cabinet agree to this paper's recommendations, the next steps are:

- a. Finalise development of the Productivity Plan for Surrey County Council.
- b. The Interim Head of Paid Service, in conjunction with the Leader of the Council, will sign off the final Plan for submission to Government.
- c. The Plan will be submitted to Government and published on the council's website by 19 July 2024.

Report Author: Adam Whittaker, Principal Strategy and Policy Lead, 07976 865717

Consulted:

Cabinet, Executive Directors, Heads of Service

Annexes:

Annex 1 – Letter to local authority chief executives from the Department for Levelling Up, Housing and Communities – Productivity in Local Government, dated 16 April 2024

Annex 2 – Outline of Surrey County Council’s Productivity Plan

Sources/background papers:

Local Government Finance Update, Statement made on 5 February 2024 - [Written statements - Written questions, answers and statements - UK Parliament](#)



Department for Levelling Up, Housing & Communities

Simon Hoare MP
Minister for Local Government
2 Marsham Street
London
SW1P 4DF

16 April 2024

Dear Chief Executive

Productivity in Local Government

As you know, the Government is reviewing productivity across all public services and local government is, of course, part of that exercise. The recent [Local Government Finance Settlement](#) announced that councils would be asked to produce productivity plans. This letter formally begins that process.

May I first thank you for your very helpful engagement with my officials. Your views and thoughts have been valuable in shaping this approach to make it as useful as possible for all of us.

Local government has already done a huge amount in recent years to improve productivity and efficiency. However, lockdown and post-lockdown has proved challenging, and you are looking for new ways to go further. These new plans will help us understand what is already working well across the whole country, what the common themes are, whether there are any gaps and what more we need to do to unlock future opportunities. We will share these important lessons across the sector.

Productivity is not one-dimensional, and I would encourage you to consider the various facets that encompass the drive for greater productivity. When developing your plans, please think broadly and include reference to not only how you run your organisation, but also how you run the public services you provide and how you provide place leadership. It is with this wide view that we can ensure we are providing value for money for residents.

I am not looking to impose excessive burdens. I am not issuing you with a formal template or a detailed list of criteria to meet. I expect your plans to be three to four pages in length, and to set out what you have done in recent years, alongside your current plans, to transform your organisation and services. I do not want to specify a list of metrics you must report, but I do want to understand how you will monitor and assess your plans to assure yourselves and your residents that they will be delivered.

The plans should consider the below themes and where appropriate, should reference the work your council undertakes alongside other public services, such as the NHS and police.

1. How you have transformed the way you design and deliver services to make better use of resources.

Questions to consider:

- how has the organisation changed in recent years to become more productive? You may wish to consider what you have done around staffing, structures, operating models etc;
- how do you measure productivity in your organisation?
- what changes have you made to improve services, and what effects have those had?
- what are your current plans for transformation over the next two years and how will you measure the effects of those changes?

- looking ahead, which service has greatest potential for savings if further productivity gains can be found? What do you estimate these savings to be?
- what role could capital spending play in transforming existing services or unlocking new opportunities? If you have already used capital spending to boost growth or improve services, we would be interested in learning more;
- what preventative approaches you have undertaken and can the value of these be quantified?
- are there wider locally-led reforms that could help deliver high quality public services and improve the sustainability and resilience of your authority?

2. How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.

Questions to consider:

- what are your existing plans to improve the quality of the data you collect; how do you use it and how do you make it available to residents?
- are there particular barriers from legacy systems?
- how often do you share data with other organisations, and do you find this useful?
- Are there opportunities to use new technology to improve workflows and systems, such as predictive analytics and AI?

3. Your plans to reduce wasteful spend within your organisation and systems.

I know we will share the aim to reduce waste wherever we can and, while you have all made huge strides in recent years, no organisation is ever 100% efficient. You should set out your plans to reduce wasteful or “gold-plated” spend.

Questions to consider:

- how do you approach identifying and reducing waste in the organisation? How do you monitor progress?
- where have you followed invest to save and what was the result?
- how much time and money do you spend on staff EDI training (internal and external), networks, and other programmes? How many EDI Champions do you have as an organisation? How do you log and report the time and money spent on EDI related activity? How do you assess the effectiveness of that training?
- what percentage of total staff budget is spent on a) agency and b) consultants? How do you assess value for money on agency & consultancy spend and what are your plans to reduce use / costs? How many of those consultants or agency staff have been in place for over a year?
- what governance structures do you use to ensure accountability of spend?
- do you share office functions with other councils and if so, how useful do you find this?
- if you share external training costs with neighbouring councils, how do you factor out duplications of service between your council and your upper-tier council (if you have one)?

- if you have one, what is your assessment and experience of working with an elected mayor, combined authority, or devolution deal?
- what proportion of your paybill is spent on trade union facility time?

4. The barriers preventing progress that the Government can help to reduce or remove.

There will be barriers preventing you from going as far or as fast as you would like to. I would like your plans to set those out, so that we can understand how government, or the market, can help you overcome these barriers to go even further.

Questions to consider:

- what are the barriers preventing you from improving productivity further within your organisation?
- what are the barriers preventing you from improving services further?
- are these barriers consistent across multiple services?
- what would you need to remove those barriers? What do you need from government, the market or elsewhere?

Your plans must be returned by 19 July 2024, by email to productivityplans@levellingup.gov.uk.

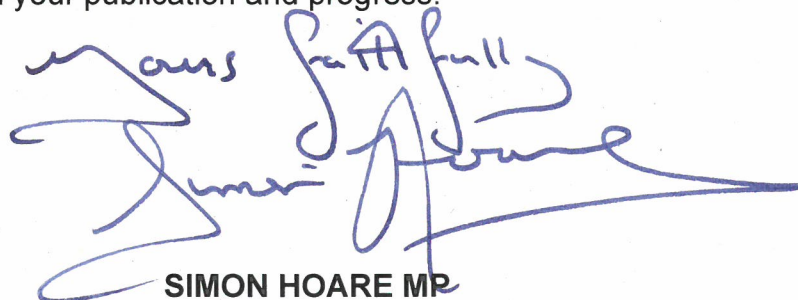
You must ensure that there is member oversight and endorsement of the plan before it is submitted, and the plan must also be uploaded to your website so that residents can see it. You should consider how you will update the plans and report on progress on a regular basis. The plans should also contain relevant metrics and key performance indicators to allow you and your residents to monitor progress.

Once received, we will review the plans to identify common themes and issues across the sector. We are keen to highlight best practice that others can learn from.

Individual plans will not be rated or scored, and we will not produce any kind of league tables. We are interested in understanding what is happening across the sector.

We are setting up a panel to consider the themes and evidence that comes from the plans. I will chair the panel and bring together experts from the sector and beyond, including Oflog and the LGA. They will consider the issues emerging from the plans, the implications for future national policy design, the role of government in supporting further change and the role of the sector in going further. The panel will advise national government and local government, and I believe this collaborative approach will ensure the most effective outcomes.

I look forward to updates on your publication and progress.



SIMON HOARE MP
Minister for Local Government

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Annex 2: Surrey County Council – Local Authority Productivity Plan 2024 – Outline

This document is an outline of the proposed Productivity Plan for Surrey County Council for 2024. It sets out what the potential structure and content, including performance indicators, may be included in the Plan and should not be taken as the final document.

Links in this document are indicative and not exhaustive.

Introduction & Background

- What the Productivity Plan is, scope, objective, council's understanding of productivity.

SCC Strategic Planning Framework

Key messages:

- Illustrating SCC's improvement journey over the past 6 years.
- Community Vision for Surrey 2030 setting out our ambitions for the county in partnership with D&Bs, businesses, residents, community groups etc.
- The Organisation Strategy defines our mission to ensure no-one is left behind, our priority objectives to achieve this and how we plan to become a high performing council.

Links:

[Community Vision for Surrey 2030](#)
[The Surrey Way](#)
[Organisation Strategy \(2023-2028\)](#)

Basic Context of Council

Key messages:

- Financial position – agreed budget, MTFS, reserves, saving requirements etc.
- High level background to the County
 - Including relevant population data, key issues by priority objective, key strategic challenges etc.

Links:

[Medium-Term Financial Strategy](#)
[Home | Surrey-i \(surreyi.gov.uk\)](#)

Governance and Monitoring

Key messages:

- Governance arrangements across the authority and in key strategic partnerships
- Performance monitoring arrangements
 - Our organisation's budget setting process coordinated across Directorate Leadership Teams, Corporate Strategy & Policy, Transformation, Design & Change, People & Change, Performance Management, and Finance.

- Integrated approach ensures the budget is focused on delivering corporate priorities.
- Select Committees scrutinise to ensure areas of pressure or risk are identified and are provided the opportunity to put forward suggestions to close the budget gap.

Links:

[Browse Meetings, 2024 - Surrey County Council \(surreycc.gov.uk\)](https://www.surreycc.gov.uk) – Select Committee information

[Procurement Board](#)

[About us | Healthy Surrey – Health and Wellbeing Board](#)

[One Surrey Growth Board | Invest in Surrey](#)

8

Theme 1 – How have you transformed the way you design and deliver services to make better use of resources?

Key messages:

- Our key transformation programmes – How they have helped us to, and will help us to, deliver significant efficiencies and improve service delivery
- E.g. Financial benefits include £86m of efficiencies and £70m of cost containment between 2018/19-2022/23.
 - Examples of key transformation programmes include:
 - Making Surrey Safer Plan; Community Risk Management Plan
 - The [Additional Needs Strategy & Transformation Programme](#) which aims to eliminate the council's Dedicated Schools Grant High Needs Block deficit through the provision up to 6000 pupil places across the county by 2030/31.
 - [Surrey homes for Surrey Children](#), capital programme which concludes in 2027, will make Surrey one of the largest local authority providers of children's home places in the country.
- Our prevention accelerator in the design stage, aims to deliver preventative services more effectively, leading to better outcomes and more prevention-focused spend.
- Outlining our People Strategy and associated Delivery Plan - ensuring we have a highly motivated, skilled, and high-performing workforce who can deliver the council's priorities.
- A key area of focus is around Performance Management.
- E.g. Roll-out of high-performing teams and managers training to our 1,700 managers to ensure they role model great leadership and inspire and develop their teams to be high performing.
- Strategic Workforce Planning, integrated as part of our Integrated Strategic Planning process, to ensure we have the right people, with the right skills, in the right place, at the right time.

Links:

[Making Surrey Safer - Our Plan for 2020 - 2024 - Surrey County Council \(surreycc.gov.uk\)](https://www.surreycc.gov.uk)

[Community Risk Management Plan 2025 to 2030 \(Draft proposal and consultation\) - Surrey County Council \(surreycc.gov.uk\)](https://www.surreycc.gov.uk)

[Surrey County Council People Strategy 2023-2028 \(surreycc.gov.uk\)](https://www.surreycc.gov.uk)

[Additional Needs Strategy & Transformation Programme \(surreycc.gov.uk\)](https://www.surreycc.gov.uk)

[Surrey Homes for Surrey Children](https://www.surreycc.gov.uk)

Potential performance measures

- Commercial income as a percentage of the council's revenue budget.
- Capital spend to budget.
- Percentage of budget spend on preventative activity.
- Transformation financial benefits – efficiencies and cost containment.
- Proportion of residents who agree that the council makes Surrey a better place to live.
- Transformation related KPIs

Theme 2 – How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources?

Key messages:

- How we use data to power our processes, support digital transformation, facilitate better and more robust decision making and build trust with residents.
 - Becoming a 'living digital' organisation
 - Developing digital talent/skills to support multi-disciplinary teams.
- Take advantage of opportunities from digital, such as:
 - Integration platform, enabling join up of data from different sources.
 - Data management platform, supporting a single view of the resident.
 - AI policy and governance in place to help us access where there are opportunities to take advantage and improve our service delivery.
 - Robotic automation technology to free up staff time on tasks.
 - Chatbot, smart form and webchat technology to improve access to services.
 - Our knowledge sharing strategic partnerships.
- Examples where residents' experience being improved, such as Internet of Things technology to lower energy bills, assistive technology in adult social care and Light Detection and Ranging technology (LiDAR) used by the highways service.
- Resident Insight Unit (RIU) will consolidate resident insight and intelligence for the organisation's wider benefit.

Links:

[Data strategy 2021 - 2024](https://www.surreycc.gov.uk)

[Item 8 - Appendix 1 - Surrey Wide Data Strategy.pdf \(surreycc.gov.uk\)](https://www.surreycc.gov.uk)

[Digital strategy 2025](https://www.surreycc.gov.uk)

Potential performance measures

- Website accessibility and content readability.
- Time and financial efficiencies from using technology to strengthen processes and systems.
- Data quality improvement measures.

Theme 3 – How do you plan to reduce wasteful spend within your organisation and systems?

Key messages:

- We have done much to ensure our budget focuses financial resources on the Council's mission and priority outcomes with a strong culture of budget responsibility across our services.
- However, many of our budget pressures are driven by factors outside the Council's control, such as workforce and labour shortages and lack of sufficiency in key markets, such as children's social care.
- [Projected financial efficiencies](#) and anticipated [circa £10m](#) efficiencies and a further £20m-£40m through customer transformation and demand management work from 2025 to 2029.
- Budget setting process focussed on delivering corporate priorities, and robust governance and scrutiny through Select Committees.
- Our spending control measures:
 - Procurement Board
 - Recruitment controls
 - Additional rigour through the Procurement Project Review Board
- Hybrid and agile working policy and response activity, including staff expected to spend 40% of their days in the office.
- Work to rationalise our overall office footprint.
- Our EDI action plan to strengthen our compliance with the Public Sector Equality Duty and make our services more inclusive and accessible for all residents and prevent additional costs, e.g., work on buildings accessibility.

Links:

[27.02.24 - Securing a County Deal for Surrey - Cabinet Report.pdf \(surreycc.gov.uk\)](#)
[Public-sector trade union facility time data - GOV.UK \(www.gov.uk\)](#).

Potential performance measures:

- Financial efficiencies achieved to target.
- Percentage of staff budget on agency staff

Theme 4 – What barriers are preventing progress that the Government can help to reduce or remove?

Key messages (*n.b. barriers may align with those affecting other county councils as presented by organisations representing the sector such as the County Councils*)

Network and South East 7. Barriers specific for Surrey County Council will also be included):

We ask Government to provide the following support:

- Help to stabilise the financial environment for councils and avoid introducing radical distributional changes that could exacerbate the challenging financial situation some authorities face while others benefit.
- Greater freedom to spend ringfenced grants to allow more local decision making.
- Multi-year financial settlements to enable better longer-term planning.
- Stop the culture of bidding for funding.
- Children's services:
 - Fully implement the recommendations included in the independent review of children's social care (MacAlister review).
 - Provide local authorities with additional urgent funding to address overspends in children's services, until necessary reforms are made
 - Address SEND issues - increase funding to match eligibility criteria or reduce eligibility criteria to match available funding.
 - Reform home to school travel assistance entitlement to make it more proportionate and affordable.
- Clarification of adult social care reforms, including charging and ensuring adequate funding is provided.
 - Address high vacancy and turnover rates with greater support for the social care profession, including a review into a national pay scale, national standards of conduct and employee support, and a national body to drive improvement.
- Information on income, and obligations, for local authorities from Extended Producer Responsibility (Packaging) reforms.
- Highways
 - Reform national funding allocations that account for the significantly higher levels of traffic the road network in the South-East carries compared to other regions.
 - Frontload funding reallocated from HS2 to road maintenance to allow us to deliver improvements now.
 - Give councils greater oversight and enforcement powers over utility company street works.

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SURREY COUNTY COUNCIL**CABINET****DATE: 25 JUNE 2024****REPORT OF CABINET MEMBER: MATT FURNISS, CABINET MEMBER FOR HIGHWAYS, TRANSPORT, AND ECONOMIC GROWTH****LEAD OFFICER: DAWN REDPATH, DIRECTOR FOR ECONOMY AND GROWTH****SUBJECT: APPROVAL TO PROCEED: MADE SMARTER ADOPTION PROGRAMME****ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT****Purpose of the Report:**

The Made Smarter Adoption business support programme overseen by the Department for Business and Trade (DBT) supports manufacturing small and medium-sized enterprises (SMEs) through the provision of impartial advice and guidance from digital technology specialists, leadership development programmes, and match-funded grants up to £20K for the adoption of new technologies.

Surrey County Council is seeking to serve as the accountable body for the South East region through a Section 31 agreement with DBT. Taking this leading role for the Made Smarter Adoption programme will help Surrey County Council meet the *Growing a Sustainable Economy* priority objective, supporting local innovation and improvements in productivity and growth for manufacturing SMEs. This is a regional programme and the Council's leadership role in the scheme will serve to facilitate and coordinate delivery across the whole of the South East region.

Recommendations:

It is recommended that Cabinet:

1. Notes the benefits and opportunities that this business support programme will bring to Surrey-based businesses and the manufacturing sector across the South East region.
2. Approves the Council taking on the Accountable Body role for this regional programme, should the Council be successful in its bid to the Department for Business and Trade.
3. Endorses the proposed approach to partnership working, collaboration, and co-design with other regional partners.

4. Gives 'Approval to Procure' for the commissioning of the Made Smarter Programme up to the value of £1.3m for financial year 2025-26, should the Council be successful in its bid to the Department for Business and Trade.
5. Approves the delegation of the appropriate procurement route to market and any contract award decisions to the Executive Director with responsibility for Economic Growth in consultation with the Cabinet Member for Highways, Transport and Economic Growth.

Reason for Recommendations:

In order to roll out the programme to the South East region, the Department for Business and Trade requires a local authority to take on the role of Accountable Body. The Council's proposal would secure the roll-out from April 2025 and ensure Surrey-based manufacturing SMEs can access the scheme. This also presents a key opportunity for the Council to demonstrate a leadership role within the region and will help establish and nurture an important strategic partnership with DBT for future opportunities.

Executive Summary:

Background

1. The Made Smarter programme¹ overseen by the Department for Business and Trade (DBT) was created following an industry-led review commissioned by government into how UK manufacturing industries can prosper through digital tools and innovation. The Review made four recommendations:
 - a. Leadership – More ambitious, informed, and focused leadership for digitalisation.
 - b. Adoption – More widespread adoption of technology across supply chains.
 - c. Innovation – Faster innovation and creation of new tech, new companies and value-streams.
 - d. Skills – Upskilling workforces and identifying future skills.
2. The Adoption programme has been developed in response to the second recommendation and is designed to support manufacturing SMEs through the provision of impartial advice and guidance from digital technology specialists, leadership development programmes, and match-funded grants of up to £20K for the adoption of new technologies.
3. The programme has already been in progress across northern regions since 2019. DBT are now seeking to expand the programme to the South East region from April 2025, and require a lead local authority to take on the role of Accountable Body. It is backed by an approximate allocation of £1.3m to

¹ 'Made Smarter', UK Government, <<https://www.madesmarter.uk/>>

target 0.5% of manufacturing small and medium-sized enterprises (SMEs) in the region (equivalent to 94 SMEs).

4. The Made Smarter Adoption programme is well aligned to the Council's economic growth priorities linked to productivity and innovation as set out in *Surrey's Economic Future*² and will be an important way to practically support Surrey-based manufacturing businesses adopt new technologies and transform their operations. It is expected the delivery of the programme will fully align and complement the existing offer through Business Surrey, bringing added value and be complementary to enhance the council's business support offer.
5. The Council's economic evidence base indicates that there is robust demand for this type of business support across Surrey. The county is home to approximately 20% of the South East region's 18,000 manufacturing businesses. Notably, Surrey ranks 8th in terms of the number of manufacturing businesses and 14th in Gross Value Added (GVA) contribution from the sector in England. This highlights that there is the scale of businesses that could access the support, as well as the opportunity for gains from the GVA contribution these businesses make through productivity improvements that the programme would support.
6. The manufacturing capabilities and strengths in the region remain somewhat unknown in the national manufacturing profile, and the programme will bring about a key opportunity for Surrey and other counties and partners across the South East to promote and showcase the importance and relevance of this sector.

The role of Accountable Body

7. It is proposed that the Council serves as the Accountable Body for the region through a Section 31 agreement with DBT. A Section 31 agreement would be structured around a standard agreement and featuring monthly grant payments against profiled expenditure. The current understanding is that there is no requirement for upfront financial investment to get the programme operational and the monthly payments will be done in advance, but there is a possibility that DBT request grant payments to be issued to the Council one month in arrears.
8. The Council would convene all partners across the region to co-design, co-create and co-deliver a successful regional programme, administering all the funding, resourcing, and monitoring.
9. Once the delivery is agreed and the agreement is in place and funding forthcoming, the Council as accountable body will be responsible for procuring

² 'Surrey's Economic Future, Forward to 2030: Our Economic Strategy Statement' (2020), Surrey County Council, <https://www.businesssurrey.co.uk/wp-content/uploads/2024/03/Surreys_Economic_Future.pdf>

any services that might be required to deliver the programme. This will be dependent on the co-design activity that will take place with partners but could include for example, the procurement of specialist advisors on digital technology and manufacturing processes, event delivery and management, evaluation services, or even a 'triage' operational function to determine business eligibility.

10. The Council will regularly report back to DBT to provide updates on progress and delivery against agreed outcomes and metrics, such as the numbers of SMEs supported, or breakdowns on the type of support delivered.
11. As accountable body for the South East, the Council would become part of the Made Smarter “family” of regions and have access to a range of support from DBT, including:
 - a. A dedicated DBT lead to serve as a key contact point and enabler for the region,
 - b. Mentoring support from one of the other established Made Smarter regions,
 - c. Bids for future funding in the South East for Financial Year 2026/27-onwards in accordance with the next Spending Review.
 - d. Jointly monitor the programme effectively and undertake evaluation of the Made Smarter programme centrally through DBT.
12. As lead authority, the Council would act as a driving force to help reinforce and support the economic value of manufacturing SMEs across the region, making the case for larger investments from DBT into the area in future years.
13. Cabinet approval is being sought for the Council to take on this responsibility at this stage to provide assurances to DBT so that they can start the process to develop and agree the agreement.

Regional partnership working and collaboration

14. Regional collaboration is a crucial element of the proposal and is an opportunity for the Council to demonstrate competence and capabilities to lead this type of regional partnership working.
15. The regional partners include: Hampshire County Council; West Sussex County Council; East Sussex County Council, Kent County Council; Brighton & Hove City Council; Berkshire LEP; Buckinghamshire LEP; Medway Council; Oxfordshire LEP; and Solent LEP (representing Isle of Wight Council, Portsmouth City Council and Southampton City Council).
16. Through informal conversations to set out the Council’s plans for delivery of the programme, it has secured the support from senior officers across these neighbouring authorities.

Programme delivery

17. Following approval by Cabinet to proceed and agreement from DBT, the plan would be to convene partners in September 2024 to agree a vision, principles, and governance for the programme. The delivery model will be co-produced with regional partners and be agreed by the end of the year, along with the business case and contract with DBT. If required, additional resource for delivery will be secured (fully-funded by the programme) before the South East region Made Smarter Adoption programme launches in April 2025.
18. For Financial Year 2025/26, the programme is expected to support 94 SMEs across the South East. SMEs engaged in the programme will receive engagement and support from expert Made Smarter Advisers to support the adoption of new technologies into their manufacturing processes.
19. In addition to the advice and support, DBT will be expecting the programme to also support some of those manufacturing SMEs with leadership and management training, workforce development training, student placements, and even some grants for specific digital technology projects. The targets for numbers of businesses supported will be agreed with DBT and partners through the co-design process.
20. This programme would seamlessly integrate with Business Surrey, serving as an extension of the Growth Hub and existing business support services. Leveraging the established processes from our recent LEP transition journey, the programme would cover resource costs of delivery entirely once operational and can be easily incorporated into the existing structure.
21. Local stakeholders will be key in helping ensure the programme has maximum reach into the Surrey business community. For example, Surrey Chambers of Commerce have established the Surrey Manufacturing and Engineering Network, which would be a prime source of potential SMEs to engage with the programme. The team is also liaising with northern regions where the programme has been running for few years to secure introductions and support from national partners that will help support the delivery of the scheme – for example, connections to SMEs to showcase innovation in digital adoption of technologies or links with universities with access to tested training programmes.

Risk Management and Implications:

22. It will be important to ensure that all partners are as supportive as possible of the approach for design and delivery of the programme. The Council's approach to convening, co-deign, and establishing principles at the outset will be crucial.

23. If the full funding allocation cannot be utilised in Financial Year 2025/26, then the Council may be required to re-assign funds elsewhere in the country or back to DBT. A robust approach to programme management and financial oversight will help the Council to ensure spending targets are being met, and/or identify parts of the region where uptake has been less strong and may require extra focus.

Financial and Value for Money Implications:

24. The programme will be funded entirely by grant funding received from DBT, at no additional cost to the Council.

25. The DBT grant value is expected to be in the region of £1.30m, and payments will be facilitated under a S31 agreement, featuring monthly grant payments against profiled expenditure.

26. The current understanding is that there is no requirement for upfront financial investment to get the programme operational. Monthly grant payments will be made from DBT to the Council linked to cashflow, covering all the expenses made by the programme during that month (including and not limited to programme management expenses, delivery expenses, grants issued to businesses, etc). The Council will be asking DBT to make those grant payments in advance at the beginning of each month. If advanced payments are not agreed, the alternative will be to defer to monthly payments in arrears.

27. The proportion of funding from the overall allocation to be assigned to grants to eligible companies is not yet known and dependent on company sign-up and eligibility. However, no financial contribution on this front will surpass the amount of funding made available from DBT and agreed with partners for this purpose.

Section 151 Officer Commentary:

28. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve the Council's financial resilience and whilst this has built a stronger financial base from which to deliver our services, the cost of service delivery, increasing demand, financial uncertainty 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 deliver financial efficiencies and reduce spending in order to achieve a balanced budget position each year.

29. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 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. No financial contribution from the Council is being sought to deliver the programme, and the financial risk is minimal as the process operates under a facilitated S31 agreement, featuring monthly grant payments against profiled expenditure.

31. The recommendation is to only spend should funding be secured from the DBT and as such, the Section 151 Officer supports the recommendation.

Legal Implications – Monitoring Officer:

32. The report seeks authorisation from Cabinet to enter in an agreement with DBT for Made Smarter Adoption business support programme using a grant under section 31 of the Local Government Act 2003.

33. The council must ensure it is appropriately resourced to fulfil the role of an Accountable Body and carry out all relevant functions. In relation to recommendation 2 there should be clear terms of reference for each of the partners and robust governance arrangements in place to ensure that the Council is able to meet all its obligations as Accountable Body.

34. In procuring the services outlined in the report the Council must comply with the National legislation and the Council Procurement and Contract Standing Orders (PSCOs) and the Public Contracts Regulations 2015 (including any superseding legislation) (where appropriate).

Equalities and Diversity:

35. This scheme is targeted support to manufacturing SMEs looking to adopt new digital technologies in their manufacturing processes. No direct or indirect impacts on people or groups with protected characteristics have been identified, therefore an Equality Impact Assessment has been deemed not applicable.

What Happens Next:

36. The timescales for completion of actions are as follows:

- a. By end of September 2024, convene partners, agree principles and governance with partners and receive S31 from DBT
- b. By end of December 2024, co-design and agree delivery model with partners, and agree the agreement and delivery plan with DBT
- c. By end of March 2025, procure and identify service provision to secure the scheme, which will run for 12 months from 1st April 2025

37. It is proposed any future decisions required for the allocation of funds, delivery, and reporting, are delegated to the Executive Director with responsibility for Economic Growth in consultation with the Cabinet Member for Highways, Transport and Economic Growth.

Report Author:

Patricia Huertas, Head of Economic Programmes and Localities,
patricia.huertas@surreycc.gov.uk

Consulted:

Regional partners that have been consulted include: Hampshire County Council; West Sussex County Council; East Sussex County Council, Kent County Council; Brighton & Hove City Council; Berkshire LEP; Buckinghamshire LEP; Medway Council; Oxfordshire LEP; and Solent LEP (representing Isle of Wight Council, Portsmouth City Council and Southampton City Council).

SURREY COUNTY COUNCIL**CABINET****DATE: 25 JUNE 2024****REPORT OF CABINET MEMBER: MATT FURNISS, CABINET MEMBER FOR HIGHWAYS, TRANSPORT AND ECONOMIC GROWTH****LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR, ENVIRONMENT, INFRASTRUCTURE & GROWTH****SUBJECT: APPROVAL TO PROCEED: UNIVERSAL SUPPORT****ORGANISATION STRATEGY PRIORITY AREA: NO ONE LEFT BEHIND / GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT / TACKLING HEALTH INEQUALITY / EMPOWERED AND THRIVING COMMUNITIES****Purpose of the Report:**

Surrey County Council has been awarded funding from Department for Work and Pensions (DWP) to deliver a new employment support programme, Universal Support (US).

US will provide employment support to adults with long term conditions or disabilities and more complex barriers to work, to help them access and maintain work in the longer term. This in turn will directly contribute to our nurturing talent agenda, supporting businesses with employment, up-skilling and staff retention challenges. This supports our organisation wide objectives to 'grow a sustainable economy from which everyone can benefit', ensure no one is left behind, and everyone is able to fulfil their potential. It recognises employment as a social determinant of health and wellbeing that will support improvements in health inequalities.

The indicative US grant allocated to the Council totals £3.1m and will be used to deliver a number of services to support access to skills development and employment.

Cabinet approval to proceed with delivery of US up to the value of the final allocation of the DWP grant is requested – this will be a potential combination of procured and delivered services.

Recommendations:

It is recommended that Cabinet:

1. Notes the benefits and opportunities that the Universal Support programme will bring to Surrey's residents
2. Approves the Council taking on the Accountable Body role for this county-wide programme
3. Gives 'Approval to Procure' for the potential commissioning of Universal Support in Surrey up to the value of the final allocation (indicated at £3.1m)

4. Approves the delegation of the appropriate procurement route to market and any contract award decisions to the Executive Director responsible for Economic Growth in consultation with the Cabinet Member for Highways, Transport and Economic Growth

Reason for Recommendations:

The Council has the opportunity to secure £3.1m in DWP grant funding for US. The programme activity will be funded through this DWP grant which will enable the Council to support up to 900 adults with long term conditions or disabilities into employment in Surrey.

If a commissioning route is chosen, this procurement will recognise the role of the voluntary, community and social enterprise sector in Surrey who have the potential to be the key delivery partners in specialist areas.

Executive Summary:

Context

1. It is known that skills development and accessing and maintaining employment are key wider determinants of health. Employment is known to be positive for good physical and mental health, with the NHS Long Term Plan recognising that mental health and musculoskeletal conditions remain the main reason for sickness absence increasing. High quality work provides people with income, social interaction, a sense of fulfilment and purpose among many other benefits. We know work has a positive effect on people's physical and mental health, and their wellbeing, while unemployment often has a harmful impact.
2. In Surrey, the approach of tackling barriers to support people into work to help reduce health inequalities is well understood. It is a key priority of the Health and Wellbeing Strategy ("*Supporting people to reach their potential by addressing the wider determinants of health*") as well as the Economic Strategy Statement ("*Maximising opportunities for all within a balanced, inclusive economy*") and a key part of the Surrey Skills Plan ('Supporting People' is one of the four key priority work strands).
3. From an employer's perspective, there were 34,944 unique job postings in Surrey in April 2024. Whilst, in line with the national picture, there is a slowing down of vacancies – the number was 49,280 in April 2023 – it is clear that there is significant demand from employers but not a co-ordinated approach to access this latent talent pool.
4. Too often people face a vicious circle of declining health which excludes them from work, which in turn causes further deterioration in health. This is increasingly significant with the growth of common mental and physical health conditions post-Covid-19. The number of working age people in the UK with long term health conditions who are economically inactive market has increased by 9% over the last two years to 2.5million, increasing pressure on the health system.

5. However, establishing the scale of how many people potentially require employment support in Surrey is a complex picture. On the one hand, Surrey has low out of work benefit rates (2.1% vs 3.8% nationally) and low economic inactivity due to long-term sickness or disability (16.9% of economic inactivity is due to long-term sickness compared to 27.2% nationally).
6. Yet it is also known that two boroughs have lower disability employment rates than the national average; in fact one has a disability employment gap nearly twice that of the national average, and four Surrey Lower Super Output Areas (LSOAs) are in the 20% most economically deprived areas in England. We also know that 19.5% (23,300) residents who are economically inactive state that they want a job. This is a higher proportion than both the South East (16.2%) and national (17.6%) rates, suggesting there is significant untapped potential in the market in which employers could be investing.
7. In order to help address this market failure, there has been significant investment by DWP and the Department of Health and Social Care (DHSC) into employment support programmes at both a national and Surrey level. In Surrey, the Council and a range of partners are already delivering a wide range of programmes to provide skills for the workplace and breakdown barriers for those moving into work. This includes the recently established Work Wise, a free employment service available to any person with a mental or physical health condition, disability, or neurodivergence; and Local Supported Employment (LSE), which is delivered through Surrey Choices. Annex 1 sets out further details on these programmes.
8. With multiple programmes with differing eligibility criteria, funding streams and timelines, it can be a confusing landscape for both an individual requiring support and for an employer wanting to hire individuals through such programmes. It is expected that US will provide a solution to this.

Universal Support

9. US is a key plank in DWP's Back to Work Plan. Its ambition is to help disabled residents, those with health conditions who are outside the labour market and who wish to be in employment, and those with more complex barriers to work, to find a suitable job and sustain work through the proven Supported Employment model, 'place, train and maintain.'
10. Broadly, there are five stages to the Supported Employment model:
 - 10.1. *Engagement*: An opportunity for potential participants to find out about the Supported Employment model and make an informed choice on whether it is right for them. The Employment Specialist will begin to learn about the characteristics of the participant, and how they may be best supported into work or to retain employment.

- 10.2. *Vocational Profiling*: A detailed and unique discovery and planning process that enables the participant to identify their passions, strengths and needs, their employment goals and work out a plan for getting there.
- 10.3. *Employer Engagement*: The Employment Specialist builds partnerships with employers. They find out about their business, their openness to engage with the Supported Employment service and their job needs.
- 10.4. *Job Matching*: The Employment Specialist and participant work together using the vocational profile and job analysis to identify vacancies that meet the participant's employment goals. These vacancies may already exist, or they might come from working with employers.
- 10.5. *On and Off the Job Support*: The participant is supported to learn whist in their role and to sustain their employment. For example, through job coaching at work, training, support from a workplace mentor and regular workplace reviews. Participants are also encouraged to discuss longer-term career planning and progression goals and are supported to make informed choices.

11. US will build from existing DWP funded Supported Employment programmes, LSE and IPSPC, to deliver support to up to 100,000 participants per year in England, once fully rolled out. It is a voluntary programme which will be targeted at the right people, at the right time and based on an individual's circumstances. US is primarily aimed at the out of work cohort, however there will be a proportion of support available for those who are in work.

Delivering Universal Support in Surrey

12. The Council will be the Accountable Body for a DWP grant of £3.1m to roll out US across Surrey and support 900 individuals. The Council is still in negotiations with DWP regarding exact timelines, but it is expected that the programme will run from late autumn 2024, although a spring 2025 start is also possible.

13. As the Accountable Body, it will be up to the Council to decide how to create a delivery model that best supports the needs of all participants. There are a range of options available, including:

13.1. *Full in-house delivery* – Funding could be used to develop a new in-house team to deliver the supported employment programme. Whilst this would require additional effort to establish, it would enable the Council to be future proofed for other employment support funding opportunities, which are expected through County Deal devolution.

13.2. *Fully contracted provision* – the Council could act as the strategic commissioner, procuring external providers to deliver a range of services on our behalf. This would enable maximisation of the existing market that has been cultivated in Surrey through previous/current employment support

programmes (such as IPSPC) and utilisation of different areas of expertise for different audiences. For example, provision will need to be quite different to support those with physical disabilities as compared to supporting ex-offenders or armed forces veterans. However, work will also need to be done to explore where potential gaps in the market exist and where the Council may need to look beyond Surrey to find suitable delivery partners.

13.3. *Hybrid model* – A combination of the two options above, with a smaller core team acting as co-ordinators of provision, owning employer engagement at the strategic level and providing ‘triage’ support for individuals who self-refer, backed up by contracted external provision.

14. Work is already underway to review the existing employment support market in Surrey and to understand what the strengths are and what potential gaps in provision may exist.

Consultation:

15. Consultation has been undertaken with key colleagues in the Council, including with Communities and Prevention, Public Health and Children, Families and Lifelong Learning teams.

16. In recognition of the cross-cutting nature of employability and skills and the need to put a multi-directorate approach in place to maximise impact, the implementation of a new Employability and Skills Programme Board (ESPB) has been agreed by CLT. This will work to ensure that there is a holistic approach to employability and skills work that completely aligns with the Council’s strategic ambitions. ESPB will review progress on the US programme and a number of other workstreams, such as Skills Bootcamps and Multiply and enable the Council to draw the links between this range of provision wherever possible.

17. ESPB will report to CLT, the One Surrey Growth Board and the Health and Wellbeing Board. An update on US programme outcomes will be brought to Cabinet at a future date.

18. External partners, such as the Surrey Skills Leaders’ Forum and the No One Left Behind Network, which brings together more than 100 partners working to improve skills and employment in Surrey, will be consulted as development of the delivery model progresses and when greater clarity on expectations is received from DWP.

19. The views of residents who are experiencing exclusion from the labour market will be included within the US programme design. Ethnographic research with a diverse range of Surrey residents who are further from the labour market has captured residents’ experiences in their own words and will help to inform service design.

Risk Management and Implications:

20. Due to delays in receiving clarification on the programme details and funding from DWP, the timescales for delivery of US may be a challenge. In order to mitigate this potential issue if a procurement approach is taken, market engagement will take place to prepare for the procurement activity. There is also an opportunity to build on existing delivery programmes IPSPC and LSE to support a faster transition to full implementation of US.
21. If an internal delivery approach is taken, there is a risk that resourcing levels will not be flexible enough to mitigate any changes in funding from DWP in future years. Resource implications will be reviewed with HR and consideration given to the different resourcing options available that will carry the least financial and operational risk to the Council. The Council will also work with closely DWP to identify funding changes as early as possible.
22. There is a risk of not recruiting enough participants on to the programme, for both an in-house delivery approach and procured delivery - this would have financial, operational and reputational impact. To manage this risk the Council will build on existing relationships and partnerships and implement a targeted communications and marketing campaign to potential participants. With a procured approach, robust contracts would be put in place with clear obligations around resident and stakeholder engagement and KPIs regarding participant numbers and outputs. Ability to deliver would also be tested at procurement stage.
23. The proposed schedule of funding has not been set out beyond the first year. There is a risk further funding may not be available or that there may be a change in direction should a new Government be formed later in 2024. In order to mitigate this risk, a feasibility study to develop future funding models has been included within the IPSPC work programme and this will be used to inform US delivery.
24. Any commissioned providers will be required to develop a robust closure plan to ensure residents accessing US are supported into alternative forms of support in a timely way in line with the end of the programme.
25. Financial risk is minimal as no match funding is required to deliver the programme. Any requirement for upfront financial investment to get the programme operational will be delivered through existing core budgets.

Financial and Value for Money Implications:

26. US will be funded entirely by grant funding received from DWP, at no additional cost to the Council. There is no requirement for match funding.
27. DWP have yet to confirm details of timeframes, although likely to be 12 months from programme start, or the proportion of funding available for programme management. As an indicator, DWP gave the Council flexibility to propose

appropriate management resourcing as part of the vanguard IPSPC programme proposal. A similar approach is anticipated for US.

28. The DWP grant value is £3.1m, and although the grant funding procedure has not been confirmed, draft proposals from DWP include a schedule of quarterly payments in arrears.

Section 151 Officer Commentary:

29. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve the Council's financial resilience and whilst this has built a stronger financial base from which to deliver our services, the cost-of-service delivery, increasing demand, financial uncertainty 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 deliver financial efficiencies and reduce spending in order to achieve a balanced budget position each year.

30. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 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.

31. The recommendation is to spend up to the grant allocation as such, the Section 151 Officer supports the recommendation.

Legal Implications – Monitoring Officer:

32. In order to access this grant the Council is required to assume accountable body status which requires it to administer and be financially responsible for the available funds. The Council is experienced in exercising the accountable body role so provided the usual governance safeguards are in place, there are no particular legal implications of concern.

Equalities and Diversity:

33. US is aimed at adults who have a disability, as defined by the Equality Act 2010, and those with health conditions and other complex barriers to work, increasing diversity and inclusion in employment.

34. Ethnographic research amongst Surrey residents, highlighted 15 cohorts most at risk of being excluded from employment. These are: young people leaving care; people over 50; people with disabilities; single parents; young people; people from ethnic minorities; people on low incomes; refugees; people with low skills; ex-

offenders; veterans; carers; people who are homeless; people with mental health conditions; and modern slavery survivors. US will provide additional employment support to these groups within Surrey - many of whom have characteristics protected under the Equalities Act 2010 - due to the complex nature of the barriers they face to employment.

35. The US programme will support the Council's organisational equalities, diversity, and inclusion action plan by:

- 35.1. Working with employers across Surrey, including the Council, to improve employee experience
- 35.2. Working with employment support organisations across Surrey to ensure services are more inclusive
- 35.3. Drawing on previous experience of similar programmes, including feedback from residents and representative groups

36. Appropriate equalities impact assessments will be initiated at the programme design stage and completed as elements of US are procured.

Other Implications:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	The US programme will work with the Council's youth support offer, ensuring young people leaving care, in touch with the justice system, or at risk of exclusion are supported to develop skills and move towards employment.
Safeguarding responsibilities for vulnerable children and adults	All providers will be required to work in line with safeguarding principles.
Environmental sustainability	The programme will support green sector skills and jobs, developing capacity to meet the skills demand and support the county in delivering on our green ambitions.
Compliance against net-zero emissions target and future climate compatibility/resilience	The programme will work in a place-based way developing local workers for local jobs. This approach will impact carbon emissions locally.

Public Health	Access to good quality employment is a social determinant of health. Through US, the Council expects to help tackle health inequalities experienced by Surrey residents. In addition, the programme provides opportunity to work with employers promoting schemes such as disability confident and carer-friendly, promoting healthy workplaces for all.
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What Happens Next:

- 38. The Economy and Growth team (E&G) and ESPB will continue discussions with DWP and seek further clarifications on funding mechanisms and programme design and implementation.
- 39. E&G will work with the new cross-directorate ESPB to design the US programme and agree the most suitable route to market, with a view to commence delivery in late autumn 2024.

Report Author:

Jack Kennedy, Head of Economy and Growth, jack.kennedy@surreycc.gov.uk, 07790 773496

Consulted:

- Dawn Redpath, Director for Economy and Growth
- Helen Coombes, Executive Director – Adults, Wellbeing & Health Partnerships
- Ruth Hutchinson, Director - Public Health
- Michael Coughlin, Interim Head of Paid Service
- Jean-Pierre Moore, Head of Community Partnerships & Prevention
- Rebecca Brooker, Communities and Prevention Lead

CLT were also consulted on the establishment of the EPSB and informed of forthcoming US programme on 7 May 2024.

Annexes:

Annex 1 – Overview of employability provision in Surrey

Sources/background papers:

US Prospectus Letter to LA CEOs (IPSPC) – US Delivery Area36 Surrey

Annex 1 - Overview of employability provision in Surrey

Employability provision presents an extremely complex landscape with overlapping priorities and customer target groups and a variety of funding streams and providers. Table 1 provides a high-level snapshot of the key provision that sits within Surrey – some of which SCC has control over and other parts that sit outside of the organisation.

Table 1 – Overview of Key Employability Provision

	Mainstream Youth	NEET (or at risk of)	Mainstream Adult		Primary Care Disabilities and LTHC	Secondary Care MH and Disabilities	
			Employed/ Short term unemployment	Long term unemployed			
Provision by Cohort	Schools, FE and HE provision	Skill Mill	(TBC) WorkWell (7200)	Restart (5866*)	IPSPC (2882) - £6m	IPS – Mental Health	
	Surrey Careers Hub (£0.45m)		Employer Occupational Health	Universal Support (900) – (£3.1m)		Employability	
	Inspire Surrey activity		Refugee Employability Programme	IPES	Health and Work Programme		
			Health coaches	MEAM/ Changing Futures	IPS – Substance Misuse		
			Local Area Coordinator			lapt employment advisors	
			Adult Education (SAL and other providers) - £11m				
			Skills Bootcamps (575 - £2.3m) and Multiply (1800 in year 3 - £1.6m)			(TBC) Volunteering for Health	

	Community sector	Community sector	Community sector	Community sector	Community sector	Community sector
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Note: Any numbers referenced are proposed delivery targets. Value figures provided where known.

* This figure represents number of programme starts between June 2021 and February 2024 across the EM3 region. Surrey specific data does not exist

The council's recently launched employment support directory contains a wider list of employment support services across the county, delivered by a range of partners from housing associations to borough councils to national training providers (see Table 2). Please note, this does not capture every employability service in the county due to the changing nature of the provision and funding landscape.

Table 2 – Summary of Employment Support Directory Opportunities

Name of Programme, Project or Provider	Description
Work Wise (IPSPC)	A free employment service available to any person with a mental or physical health condition, disability, or neurodivergence (commissioned by SCC)
Multiply	Free and flexible numeracy courses for those without a level 2 maths qualification. (Commissioned by SCC)
Skills Bootcamps	Free, flexible online courses of up to 16 weeks for Surrey residents giving people the opportunity to build up sector-specific skills and fast-track career progression. (Commissioned by SCC, not yet live).
Work Well	Support for long-term sick or disabled people to start, stay, and succeed in work through integrated work and health support. (Commissioned by SCC, not yet live)
Local Supported Employment (LSE) - Surrey Choices	Support for residents including disabled people and autistic people and sensory and mental health needs. We will help our customers to look for vocational projects, supported internships and employment. (Funded by SCC)
Surrey Adult Learning - Skills for Work	Business, employability and digital skills courses for adults - SCC's adult learning provision.
Surrey Outdoor Learning (SOLD) Employability Programme	Skills including self-awareness, communication, leadership, resilience, time management, being solution focused (SCC)
Activate Learning	Further education
Active Prospects Training and Employment Support	Teaches life skills to young people using the lens of employment and employability.
AS Mentoring	Support neurodivergent people in employment, and in finding work.

Brooklands College	Further education
Camberley Job Club	Volunteer run organisation in Camberley offering support and advice for those who are looking to find work.
Carers UK	Advice for carers looking to get back into work
Disability Initiative	Develop prevocational skills, help navigate a pathway toward voluntary work, work experience or paid employment.
Downs Syndrome Association - Workfit	Down's Syndrome Association's employment programme which brings together employers and job-seekers who have Down's syndrome.
East Surrey Pathway to Employment (Raven Housing Trust)	Range of employment techniques to help those living in housing insecurity to find work.
Elmbridge and Runnymede Youth Hub	Advice and guidance, coaching, mentoring support, access to training courses, together with opportunities for professional development and employer engagement for young people in the north Surrey area.
Employment Support Retraining Agency	Help looking for work, in work support, confidence building, preparing for work, and managing stress at work
Fedcap	Range of employability programmes and services to help people get back into work.
Halow Project - Building Futures	Support for young people in the Guildford and Woking areas to build independence, continue education, and access work experience.
Headway Surrey	Support for adults with acquired and traumatic brain injury, and their families.
Henrietta Parker Trust	Adult skills development in North Surrey (Elmbridge)
Include.org	Supported volunteering opportunities or people with learning disabilities and autism in East Surrey.
Leonard Cheshire Can do Programme	Can Do is a skills development programme for individuals aged 16-35 with a disability or long-term health condition.
Maybury and Sheerwater Community Trust	Projects and services help those facing deprivation and social exclusion, to help both the individual and the community. Covers Canalside, Maybury, Sheerwater and Woking.
NACRO	Support for young people, homeless, women, care leavers; people with substance misuse issues, mental health issues, in the justice system, ex-service personnel
Naturally Talented Me	Free skills profiling tool (funded by SCC)
NCS	Online, local community and residential experiences and support for young people to boost confidence and nurture new skills.

Oakleaf Enterprise	Provision of support, training and wellbeing activities for adults managing their mental health.
Overworld	Specific courses in Esports and work placements.
Princes Trust	Help for young people aged 16-30 training and work placements various schemes
Refugee Employability Programme (Palladium)	Employment support for refugees.
Reigate and Banstead Worker Scheme	Provides local unemployed people with skills and experience to help them gain future employment, with guaranteed employment for 26 weeks.
Reigate and Banstead Works	Job opportunities within the borough, signposting for upskilling.
Restart (Fedcap)	Enhanced support for Universal Credit claimants who have been out of work for at least 9 months to find jobs in their local area.
Rethink	Careers support for individuals with mental health issues
Richmond Fellowship IAPT employment service	Employment support to people experiencing poor mental health who are accessing the IAPT's services.
Richmond Fellowship Mid and West Employment Service	Support for people living with or recovering from mental ill health to find employment, training or retain employment.
School of Hard Knocks	Life and employability skills for unemployed adults, with courses delivered out on the pitch or in the gym, alongside classroom-based activities.
Skill Mill	Social enterprise providing employment opportunities for young people who are ex-offenders.
Start	Digital careers platform for young people in secondary and further education which provides information, advice and tools to support students as they explore and plan for their future careers.
Surrey Care Trust Mentoring for work	Mentoring support for people facing problems such as addiction, relationship breakdown, low maths, English or digital skills, childcare responsibilities or a criminal record.
Surrey Care Trust Steps 2 Work Woking	Help for young people in the Woking area to build confidence and skills to take up employment opportunities.
Surrey Choices Employability	Support for disabled people and employers.
Surrey Independent Living Council (SILC)	Tailored, supported, programmes for people with a disability or long-term health condition who have had a long period of unemployment, or have particular challenges or barriers with returning to work
Surrey Lifelong Learning Partnership	Support to gain new skills, qualifications and employment.
The Change Foundation Street Elite	A multi-award-winning training for work programme that uses sport and intensive mentoring to support young people who've been impacted by crime, violence and inequality.

The Forces Charity	Life-long support, jobs and training opportunities to Service leavers, veterans, reservists and their spouses, partners and children.
The Grange Centre	Support for people with learning disabilities, including skills for life courses and work experience placements.
The Sunnybank Trust Futures Programme	Supports young adults with learning disabilities to find employment.
The Workshop	Free careers advice and signposting for people living in Surrey Heath.
Thomas Pocklington Trust Works For Me employment programme	Supporting blind and partially sighted individuals into paid employment or a change of career.
Work and Health Programme (Maximus)	Voluntary employment support programme for people with a disability or health condition, have been long term unemployed or has been disadvantaged due to their circumstances.
YMCA East Surrey	Wider support e.g. literacy, digital inclusion and life skills

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SURREY COUNTY COUNCIL**CABINET****DATE: 25 JUNE 2024**

REPORT OF CABINET MEMBER: CLARE CURRAN, CABINET MEMBER FOR CHILDREN, FAMILIES AND LIFELONG LEARNING AND MAUREEN ATTEWELL, DEPUTY CABINET MEMBER FOR CHILDREN, FAMILIES AND LIFELONG LEARNING

LEAD OFFICER: JACKIE CLEMENTSON, ASSISTANT DIRECTOR FOR EARLY HELP AND ADOLESCENTS

SUBJECT: YOUTH JUSTICE PLAN

ORGANISATION STRATEGY PRIORITY AREA: NO ONE LEFT BEHIND/HIGH PERFORMING COUNCIL

Purpose of the Report:

This paper sets out the proposed 2024/25 Youth Justice Plan, for Cabinet's approval and recommendation to Council.

Local authorities have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth justice partnership's¹ responsibilities in producing a plan. It is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out how youth justice services in their area are to be provided and funded, how they will operate, and what functions will be carried out. The plan addresses the functions assigned to a youth justice service, including how services will prevent offending behaviour and reduce reoffending.

Recommendations:

It is recommended that Cabinet:

1. approves the 2024/25 Youth Justice Plan for consideration by Full Council at its meeting on 9 July 2024.

Reason for Recommendations:

An annual youth justice plan is a statutory requirement for local authorities. This plan has been prepared following national guidance from the Youth Justice Board.

¹ The partnership is made up of representatives from the Police, the Probation Service, Social Services, Education and the Health Service.

Annual youth justice plans are an opportunity to review performance and developments over the last twelve months and plan for the next year. This allows services to be able to respond to any changes that have taken place in the previous year, including new legislation, demographic changes, delivery of key performance indicators, and developments in service delivery. The planning and production of a youth justice plan is beneficial to partnership working and service delivery to ensure the best outcomes for children.

The overarching vision for Surrey County Council's Children, Families and Lifelong Learning directorate is 'to support families and enable children and young people to be and feel safe, healthy and make good choices about their wellbeing'. We aim to ensure that Surrey's children and families have access to a range of services that tackle inequalities, support independence and enhance lives. This ethos is the foundation for the youth justice plan, which also supports the Council's 'No One Left Behind' commitment to Surrey residents, the wider 'The Surrey Way' objectives, and the Council's strategy for children and young people's emotional wellbeing and mental health.

Executive Summary:

1. Annual youth justice plans are an opportunity to review performance and developments over the last twelve months and plan for the next year. This allows services to be able to respond to any relevant developments, including new legislation, demographic changes, delivery of key performance indicators, and developments in service delivery.
2. The Youth Justice Plan 2024/25, enclosed at Annex A, has been developed and endorsed by members of the Surrey Youth Justice Board. It contains a range of positive reflections on the last twelve months of performance, including a continued reduction in first time entrants to the criminal justice system and re-offending rates that remain lower than statistical neighbours and national averages. Custody rates also remain low and comparable with the general trend across Southeast and England.
3. The plan then outlines the direction of travel for 2024/25, building on last year's objectives and setting out how the service will develop in the year ahead.
4. The Surrey Youth Justice Service is an ambitious and outcomes-focused service, demonstrating passion and purpose in its approach to reducing offending, supporting children, families and victims in the context of our work and creating a safer environment for Surrey's residents in the process. The 2024/25 Plan emphasises working collaboratively with a range of partners, sharing analysis of performance and operating within a robust oversight framework. Together these will help the service to continue to demonstrate accountability for delivering positive results whilst striving to continually improve and building on the strong practice foundations currently in place.
5. It aims to promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention wherever possible.

The views of children and parents regarding the support they have been offered by Surrey Youth Justice Service are featured within. It reflects 'child first' thinking, aligning with Surrey's Child Centred Policing strategy, with ambitions to improve the life chances of children and young people in all our communities through an integrated and effective partnership approach.

6. The planning and production of a youth justice plan is beneficial to partnership working and service delivery to ensure the best outcomes for children. It addresses the functions assigned to Surrey's Youth Justice Service including how the multi-agency partnership will prevent offending behaviour and reduce reoffending.

* SYV – Serious Youth Violence. QA – Quality Assurance

Figure 1: Key priorities set out in 2023/24 Youth Justice Plan



Consultation:

7. Internal consultation – The plan has been co-produced by colleagues in Children's Social Care, Education, Finance and Business, Surrey's Youth Justice Board and CFLL cabinet members.
8. External consultation – Surrey's Youth Justice Board have been consulted on the plan's development and will have given final sign off on 04.06.24. The Board's membership includes external partners from the Police, the Office of the Police and Crime Commissioner, Probation and Health. The National Youth Justice Board provide governance and oversight of Youth Justice Services across England and Wales and the grant funding for our service is determinate on a number of conditions being met, including the submission of the Surrey Youth Justice plan. Children and families have also been consulted on their experience of the Youth Justice Service and their feedback taken into account when shaping service delivery.

Risk Management and Implications:

9. The Youth Justice Service operates within a statutory framework with robust systems to support internal and external oversight of performance. Any

identified risks and plan to mitigate will be agreed and monitored with the partnership via Surrey Youth Justice Board and national Youth Justice Board governance and oversight framework.

Financial and Value for Money Implications:

10. Planned expenditure for 2024-25 on the Youth Justice Plan is shown below and affordable within budget plus anticipated grant allocation for 2024-25:

Financial Resources

Agency	Staffing costs	Payments in Kind	Other Delegated Funds	Total
Youth Justice Board	810,693			810,693
Local Authority	1,317,350			1,317,350
Police	266,299			266,299
Police & Crime Commissioner	15,000			15,000
Probation	44,142	5,000		49,142
Health	165,513			165,513
TOTAL				2,623,997

11. The Youth Justice Board grant is dependent on the Board's receipt of the plan. The Surrey Youth Justice Management Board commits to every member being held to account, to ensure this Plan is delivered.
12. The expected outcomes include continued reduction in first time entrants to the criminal justice system and stable re-offending rates, avoiding remand placement costs of up to £5,655 per week for placements lasting from weeks to several months or more. The total spend on Secure Remand placements in 2023-24 was £291,694 funded in part by Remand grant of £141,063, leaving a net cost to Surrey CC of £150,631.
13. Ultimately the Plan will benefit wider public services in Surrey by helping to reduce pressures on the police, probation service, prison service, health system and social care services.
14. Surrey's continued investment in youth justice has demonstrated good value for money to date. The Youth Justice Board published statistics comparing the number of first-time entrants to the youth justice system shows Surrey County Council to be the best performing Local Authority in the South-East with a 13% decrease from 2020-21 to 2021-22. South East Sector Led improvement group also publish benchmarking statics which show that Surrey County Council is the best performing authority in the South East for numbers per 10K of first time entrants. We would continue to monitor our performance against these benchmarks and others to maintain value for money.

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. As such, the Section 151 Officer supports the approval of the plan, noting the plan falls within the budget set as part of the current Medium Term Financial Strategy.

Legal Implications – Monitoring Officer:

18. Local authorities have a statutory duty after consultation with the partner agencies, to formulate and implement an annual Youth Justice Plan, setting out how youth justice services in their area are to be provided and funded, how they will operate, and what functions will be carried out. In accordance with the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000' the plan must be approved by full Council. Cabinet is asked to endorse the 2024/25 plan for consideration by full Council at its meeting in June 2024.

Equalities and Diversity:

19. The plan contains analysis on diversity, including over-representation of certain demographics in the criminal justice system generally and in Surrey. Key points include the following:
 - a. Children whose ethnicity is recorded as black and mixed heritage are overrepresented when measuring the offending figures against local population and this is therefore an area of concern.
 - b. 70% of children with youth justice interventions had or currently have an EHCP or SEN Support, with varying prevalence rates across ethnicities and genders.
 - c. 76% of children engaged with Surrey Youth Justice Services had previously been allocated a social worker. 28% had an early intervention plan, and 20% were referred to early help services.

20. Priorities for addressing equality and diversity as part of the youth justice plan are set out in Table 1 below.

Table 1: Equality and diversity priorities as part of the 2024/25 Youth Justice Plan

Disparity and Over-representation		
<p>Surrey YJS to address over representation within our cohort, promote anti racist practice (as per HMIP’s effective practice guide), demonstrate cultural competence and reduce the risk of discrimination impacting on a child’s journey through the criminal justice system</p>	<p>2024/25</p>	<p>Overarching objectives and comprehensive plan is captured in the Disparity Working Group (DWG) Term of Reference and DWG action plan and acts to address the issues pertaining to disparity and over representation identified throughout this YJ plan. Next steps include the following:</p> <p>Disproportionality training has been funded for all staff involved in Surrey’s YJS delivery.</p> <p>Convene regular DWG meetings involving key partners to progress the action plan addressing concerns pertaining to children overrepresented in Surrey YJS. Strategic and operational responses will be considered in this space.</p> <p>Data and Performance team to continue provide YJB disparity tool kit data sets to inform analysis and priorities moving forward.</p> <p>Analyse data from non-admissions scheme to measure effectiveness and impact. Terms of Reference has been drafted by Police colleagues and ready for progression.</p> <p>Consult children to understanding their lived experience of the criminal justice system, ensuring there is shared recognition, understanding and response to over representation amongst our cohort.</p> <p>The DWG are considering how best to mobilise a sub- group made up of Team Managers and front-line staff to feed into analysis through use of qualitative data, considering localised response given large geographical area covered in Surrey.</p> <p>Ensure to continually disseminate learning from the DWG and sub-group (once live) with the wider YJ service, relevant partners and Surrey Youth Justice Board for governance and oversight.</p>

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To work with our Magistrates and colleagues in Court to support learning and development opportunities pertaining to disproportionality and over representation.	2024/25	YJ central team to progress discussion with Magistrates as part of quarterly review meetings. YJ Service Manager to pursue wider input and participation from judiciary via the DWG. Continue to promote best practice and child first language in PSR reports to guard against issues such as adultification, ensuring children as seen as children.
Continue in our attempt to recruit and diversify the pool of Referral Order panel volunteers and reflect the demographic in Surrey's local community.		A new group of volunteers are being trained currently but the level of diversity still needs attention and recruitment will remain 'cyclical' with regular review. YJ central team to continue to work in partnership with Equality and Diversity lead and liaise with Surreys Minority Ethnic Forum and Surrey Gypsy Traveller Communities Forum.

Other Implications:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	Care experienced children are consistently overrepresented in the criminal justice system and Surrey are no exception. This overrepresented cohort of children are being actively supported not only by the YJS but also the wider partnership via the Disparity Working Group.
Safeguarding responsibilities for vulnerable children and adults	As with care experienced children referenced above, the high levels of children open to the YJS who have had/are subject to social care involvement and/or have SEND are also being actively supported via the Disparity Working Group and more broadly as detailed in the YJ plan.
Environmental sustainability	Not applicable in this instance.
Compliance against net-zero emissions target and future climate compatibility/resilience	Not applicable in this instance.
Public Health	Not applicable in this instance.

What Happens Next:

22. The Youth Justice Plan will be considered by Full Council in July.

Report Author:

Jamie Cottington, Youth Justice Service Manager, 07816251150,
Jamie.cottington@surreycc.gov.uk

Annexes:

Annex A – The Youth Justice Plan 2024/25

Sources/background papers:

The Youth Justice Board guidance for plan completion:

[Youth justice plans: guidance for youth justice services - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/youth-justice-plans-guidance-for-youth-justice-services)

Surrey Youth Justice Plan

2024/25





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1. Introduction, vision, and strategy

1.1 Foreword

The Youth Justice plan 2024-25 has been developed and agreed with members of the Surrey Youth Justice Management Board with a shared vision for meaningful action. The plan reflects 'child first' thinking, aligning to Surrey Police Child Centred Policing strategy, with ambitions to improve the life chances of children and young people in all our communities through an integrated and effective partnership approach. The plan focuses on prompt action by the right professional to maximise opportunities to intervene and divert away from the Criminal Justice System and we recognise the interdependencies with safeguarding and early help plans within the Safeguarding Children's Partnership.

The way professionals interact with children and young people, whether as victims or offenders, can and will have a significant impact on their futures. We need to recognise they are not mini-adults, understand their circumstances and take a trauma-informed approach to any interactions. Our practitioners will do this by listening and ensuring decision making is informed and ethical.

Children and Young People have a wide range of different backgrounds, experiences and are part of other communities, which also shape their culture and identities. We must understand and acknowledge their differences, actively seek out and hear their individual voices and recognise their vulnerabilities. Improving engagement with young people will ensure they do not feel powerless in the face of authority.

In 2020, the global coronavirus pandemic brought new challenges and vulnerabilities for children. Education has been disrupted, protective factors outside the home reduced as youth services, grass roots sports and social contact were stopped or made more difficult and as we face a global economic challenge not seen since the Second World War, many children will feel the impact of reductions in family finances and an inevitable financial squeeze on public services. We recognise where children and young people are vulnerable to school exclusion that there may be additional vulnerabilities as a result, i.e. exploitation and involvement in crime. This plan looks at mechanisms to promote inclusion and early intervention, to support children and young people remaining in full time education.

This plan and its objectives are aligned to the Surrey strategy for children and young people's emotional wellbeing and mental health. It demonstrates our collective responsibility to share information and work together as a system to support children and young people to have the best start in life at home, in education, with friends and in their community. There is local recognition across services that the Covid-19 pandemic has had a significant impact on the wellbeing and mental health of some children and young people with increased rates of crisis presentations across police and health systems in Surrey. More analysis is required, however, this impact should be recognised and considered in to implement the most effective, trauma-informed response. In partnership, Surrey works hard to take a whole system approach to wellbeing, health, inclusion, and achievement.

For those children and young people who become involved in offending, we need an effective youth justice plan with interventions that divert them away from the criminal justice system and support them to build fulfilling lives. As co-chair of the Surrey Youth Justice Management Board, I commit to every member of our partnership being held to account, to ensure this plan is delivered. We will continue to collaborate, seek opportunities to innovate at local and national level, and problem solve to do our best for children and young people, our victims, and the public we serve'

(Police Superintendent Mel Golding and co-chair of the Surrey Youth Justice Board)

1.2 Executive Summary

In Surrey we aim to provide a framework for youth justice practice and ensure that quality is maintained. We encourage and support innovation and good practice to improve outcomes for children who commit crime to ensure that every child lives a safe and crime-free life and makes a positive contribution to society.

This plan represents the commitment of partners across Surrey to evaluate our values and beliefs about the quality of provision for children who offend in Surrey and to make a difference. The partnership has gripped its responsibilities, brought resource to the table and, where resource and commitment has not been forthcoming, challenged.

As county council we have a real commitment to providing a seamless service for children in Surrey and this has manifested in our continued provision of youth support services and integrating our youth offending provision within this. We talk about seeing the child first and having the offending service embedded in our mainstream provision anchors our ambition.

1.3 Vision and Strategy

Surrey's 'Children, Families and Learning's' overarching vision is 'to support families and enable children and young people to be and feel safe, healthy and make good choices about their wellbeing. We aim to ensure that Surrey's children and families have access to a range of services that tackle inequalities, support independence and enhance lives. This shared ethos and approach has contributed to a strong partnership model across the local authority and created a foundation from which Surrey Youth Justice Service (YJS) has been able to develop systems of support to enhance the good practice already in place.

Who We Are: Our Approach

Integrated service with focus on:

- Preventing Offending
- Reducing Re-offending
- Reducing the Use of Custody
- Supporting Victims of Crime

Following on from a successful HMIP inspection in 2021 where the YJS was judged as being 'Good', we are now invested in a new chapter of growth, strengthening, and building upon what's been working well whilst also seeking to identify areas for on-going development and responding to emerging need accordingly.

Targeted Youth Support and Safeguarding Adolescent Services have recently restructured to create an integrated pathway for adolescents which builds on relational strengths-based practice avoiding hand offs (Step Up). The new Service sits with one Assistant Director and aligns with YJS, the Youth Offer and wider early help services. The new teams also align with the three police areas in Surrey to improve information sharing, manage robust risk management & vulnerability panels. They will be jointly chaired by a Service Manager from Children's Social Care and Inspector from the Missing & Exploitation Units. The creation of a Central Hub which is responsible for Missing & Exploitation, Mapping, Intelligence & risk management processes and an Edge of Care Service will provide greater capacity across the practice

system to provide responsive service at reachable moments in a child's journey. Whilst the new Adolescent Service has led to some realignment of the previously management structure, the same staff remain connected and committed to the delivery of Youth Justice Services across the county. With a clear identity, our practitioners are skilled, committed, and creative when it comes to supporting children who have come into contact with the Criminal Justice Service (CJS). The YJS management team have a close, well-established relationship. They are recognised as knowledgeable, insightful, and supportive leaders, who appreciate youth justice expectations and endeavour to ensure the standard of practice is ever evolving, aspiring to deliver a high performing service.

To achieve our key aims in steering children away from the CJS, keep custody rates low and support those who are harmed as a result of offending behaviour, it's imperative we think systemically whilst drawing upon national and

local research to inform our learning journey. Following a period of consultation the newly formed Adolescent Service aims to achieve just that with the new hub model.

Surrey's non admission scheme was implemented in 2021 in an attempt to reduce ethnic disproportionality for children coming into contact with the CJS. However, there is still work to be done to address this challenging, complex and unacceptable issue, with long term data trends indicating consistent over representation of black and dual heritage children. Going forward the service will continue to work closely with police colleagues and wider partnerships who form the YJ disparity working group to understanding the lived experience of those children entering the system, ensuring there is shared recognition, understanding and response to disproportionality amongst our cohort. The introduction of Outcome 22 as a deferred prosecution has led to a significant reduction in FTE's across the YJ cohort. A process of evaluation for both the non-admissions scheme and Outcome 22 will be a part of the process to measure effectiveness, in line with the original intention to reduce disparity and over representation here in Surrey. Careful consideration is also being given to data which indicates a spike in females entering Surrey's YJS over the past 4 years, whilst our children looked after and those who are neurodiverse will also continue be a focal point.

We also endeavour to work alongside our colleagues in the education department to support children who are faced with exclusion and the detrimental impact this has on their ability to thrive and fulfil their potential, which in turn can increase the risk of recidivism. A great deal of time has been spent developing our 'communication outlines' to reflect the complexity and range of challenge children with SEND and their families face when coming into contact the CJS. This has accompanied our Pre-Sentence Reports and been applauded by Magistrates and those involved in the decision-making process for children entering the Court arena.

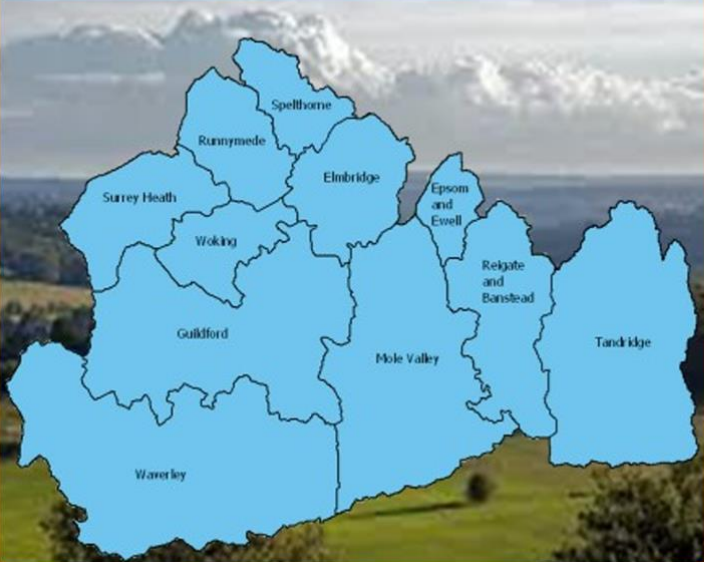
Youth Justice inclusion on the Serious Violence Duty board is helping enable close partnership work to develop Surrey's wider response to serious youth violence. The YJS is part of the core membership at Surrey's RMM Strategic - Intelligence and Mapping Group which includes our experienced YJ missing and exploitation leads. This space enable decision to be made on the strategic activity necessary to tackle child exploitation threats throughout Surrey. This will be achieved through analysis of trends, patterns, and the identification of hot spots, considering where possible, tactical data and information to inform partnership activity, commissioning decisions and delivery of interventions to reduce risk. Surrey have recruited a contextual safeguarding consultant who provided a diagnostic on Surrey's framework to identify and addressing children at risk of or experiencing exploitation swiftly and appropriately. The subsequent recommendations led to the new adolescent service and a more robust system to ensure robust response to risk management and extra familial harm.

This reflects our endeavour to continue configuring the services to reflect an ever-changing YJ landscape, whilst promoting and cementing best practice along the way. As a partnership we will continue to respond early providing excellent services to children and their families, delivered in accordance with the tenets of the Child First Principles. Our work in partnership with schools, police, community safety teams and the voluntary sector enables local mapping meetings to identify and intervene at the earliest opportunity to both prevent and divert children away from the CJS. Our vision is that the new Adolescent Service enables the integration of services across the partnership alongside the Youth Justice Service, enabling a streamlined, co-ordinated response with a parallel planning process leading to tailored intervention packages for every child we encounter.

This Youth Justice Plan aims to promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention wherever possible. The views of children and parents regarding the support they have been offered by Surrey YJS are featured in this report and work will continue to enhance the voice of our service users and stakeholders during 2024/25.

2. Local context

Who we are: Surrey



Large county in south east England- mixture of urban centres and rural areas


Mostly bordering other large counties with a northern border with Greater London

There are pockets of deprivation which contrast starkly with areas of high affluence

Complex partnership landscape: 11 District & Borough Councils; 2 Integrated Care Systems; 53 secondary schools

10% of the population are aged 10-17

75% of the population identified as White British. 8.9% reported being white (other). 14.5% of the population identified as Black, Asian or as having a mixed/ multiple ethnic identity.

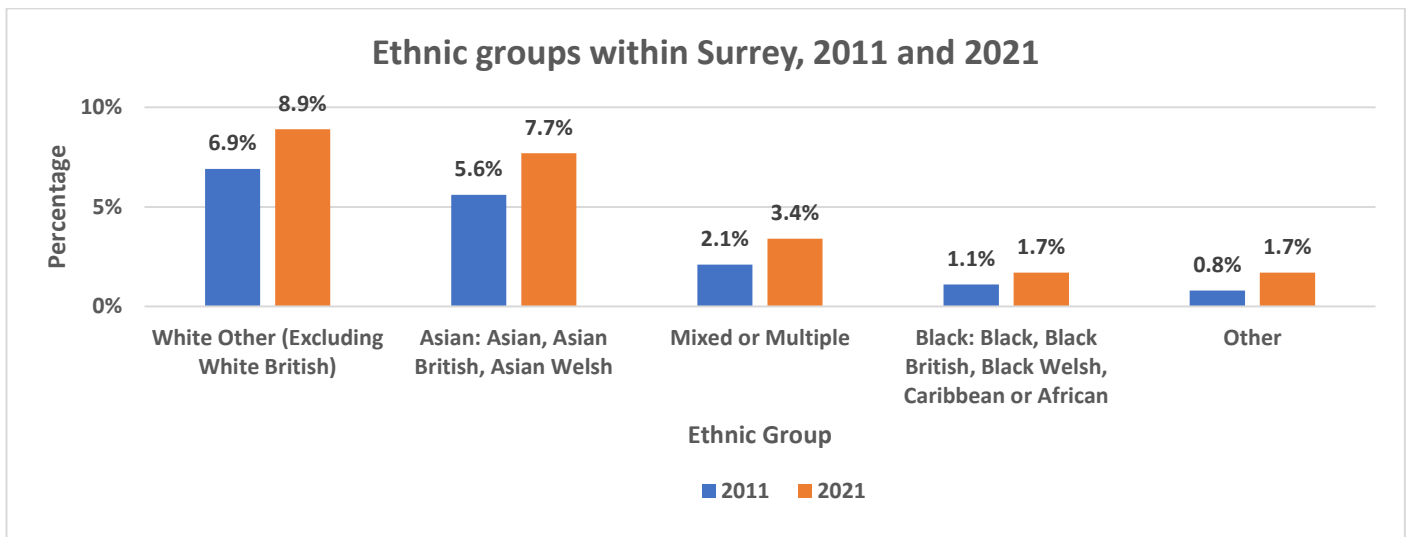


In Surrey, there are 11 district and borough councils, two integrated care systems are replacing the previous five clinical commissioning groups. The county has 53 secondary schools of which 42 are academies.

According to the Census 2021, Surrey is home to 1,203,110 residents comprising of 418,818 households. Children aged 10 to 17 account for 10% of the overall population in Surrey (120,303). There continues to be an increase in the number of school-age children.

Age	2021 Census	2011 Census	change	% change
Aged 10 to 14 years	76,526	67,566	8,960	13.3%
Aged 15 to 19 years	69,799	67,676	2,123	3.1%

In 2021, three quarters of Surrey residents reported that they identified as White British in 2021, alongside 8.9 per cent who reported that they were 'White Other'. 7.7% of the population identified as Asian, 1.7% identified as Black, and 3.4% identified as having a mixed or multiple ethnic identity. The graph below shows the changing picture of Surrey's population between 2011 and 2021.



The borough of Woking had the highest level of ethnic diversity in the county with identifying as Asian (14.2%) and the second highest prevalence of residents who identified as other (non-British) White ethnicities (11.2%) in Surrey. Elmbridge had the highest proportion of residents who identified as other White ethnicities which were not White British (12.0%). Epsom and Ewell had the highest proportion of residents who identified as Black (4.4%) in Surrey. We are also aware that we have a sizeable Gypsy, Roma, and Traveller Community in Surrey- the Census data suggestions a population size of 0.2% but we anticipate that this is an under-representation due to fear of self-ascription and limitations relating to the categories available for people to select on the survey. We are continuing to monitor YJS Performance data to understand and respond to any issues of disparity that may arise.

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3. Child First

The Child First principle is made up of the following four tenets (Youth Justice Board, 2022):

As children	Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
Building pro-social identity	Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
Collaborating with children	Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.
Diverting from stigma	Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

In Surrey we see children as children: It is our priority to have the best interests of children at the forefront of our work. We continue to champion and recognise difference by ensuring our assessments, plans and interventions are

pitched to always recognise needs, abilities, strengths, and potential. All children have the opportunity for a health assessment in the assessment phase of their intervention which enables us to consider them holistically and to understand their wider needs. This, in turn, ensures that our involvement is developmentally informed and that interventions can be sequenced and adapted to each individual's needs, using the communication plan developed by our speech and language colleagues alongside the input of our specialist nurse and emotional health clinician. Regular case formulation clinics with FCAMHS colleagues also enhances our assessments of the children we work with.

The integrated model and newly formed Adolescent Service means that practitioners are trained and experienced in taking a 'whole family' approach and consider the child's needs within the context of the wider family dynamics. Established relationships with children's services colleagues, including joint supervision opportunities, ensure that the child is at the centre of the support being offered by the professional network. Intervention plans focus on developing and understanding the child's identity enabling space to reflect on their lived experience and an opportunity to develop potential. Practitioners encourage children to focus on their strengths, abilities and achievements and explore ways to develop these further as part of their work.

Use of language is particularly pertinent when it comes to ensuring children are treated as children in the CJS. Surrey's Youth Justice Board recently agreed that a shift from 'Offending' to 'Justice' would be more in line with what we aim to promote in the context of a child first approach and as such have made the transition to Surrey Youth Justice Service (YJS). Our approach is aligned with the YJB strategic plan pertaining to Child first guiding principles and YJB values.

The way we police children and young people, whether as victims or offenders, can and will have a significant impact on their futures. We need to recognise they are not mini-adults, understand their circumstances and take a trauma-informed approach to any interactions. We will do this by listening and ensuring decision making is informed and ethical. (Superintendent Mel Golding)

4. Voice of the child

'Children are more likely to engage where they feel as though they are part of the process. Youth justice responses should thus work *with* children rather than doing *to* them, with children having a voice and supported to invest in the process and the potential benefits. [Child First \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/child-first/)

Developing and aligning processes to capture the voice of child, parents and carers was a key objective of Surrey YJS during 2023. Following a prior evaluation across the service it became evident, unsurprisingly, that listening to children is valued and there is useful feedback being obtained pertaining to children's and families experience of the service in a number of ways. We made a commitment at that point to progress further and develop a consistent approach to ensure we are capturing the lived experience of all the children and families we encounter.

To achieve this we have created an online questionnaire that can be completed with a practitioner as part of a Youth Justice intervention. The offer to children has been made mandatory increasing the number of those providing feedback, in turn this has allowed us to capture more efficiently and routinely the experiences of children who have both gone through the pre and post Court process. The questionnaires have been developed in consultation with practitioners and the Youth Justice Service Speech and Language therapists.

Furthermore, as an incentive to increase engagement and promote meaningful feedback, each child receives a letter of thanks from the YJS with the option of including this consultation process with the Adolescent Service as a point reference on their CV's. To increase feedback from parents and carers a QR code link to an online

questionnaire is provided so we can learn from their experiences too. Quarterly face to face meetings in each of the 3 area Hubs for children and their parent and carers are also on offer to capture direct feedback to Surrey Youth Justice Service management team. These processes is enabling us to provide qualitative feedback to the board and wider service to consider how we can celebrate what's working well whilst effectively addressing areas of concern that require development.

With the revised approach to our pre-Court assessment process, we have developed a system that enables the voice of the child and family to help inform the panel's decision-making process in every instance. This wasn't happening consistently prior to this shift and has been a huge step in the right direction.

Whilst other forums are available to capture the voice of children in Surrey, we have been keen to create a 'safe space' specifically for children with experience of the criminal justice system to inform our learning journey on a range of issues, including those children who have previously felt unheard. The Surrey Youth Commission is aligned with the YJ approach and works in partnership with the Deputy Police and Crime Commissioner to give young people who may have experience of the police, criminal justice, or as victims of crime a voice. Working together to provide an evidence base of 'what works well' is crucial to our service development moving forward. Future objectives are reflected in the development plan.

Below are some quotes captured from our Service Users...

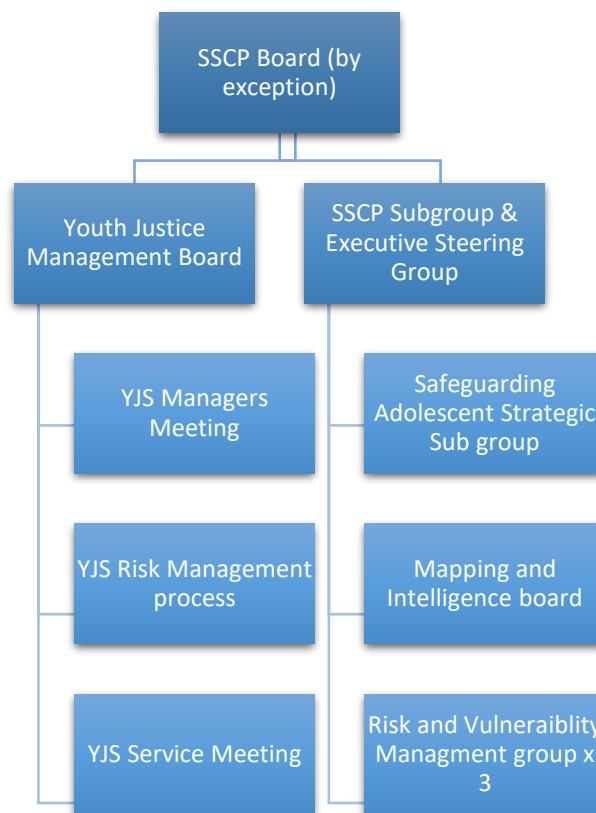


The User Voice and Participation Team, in partnership with Surrey Youth Voice finalised the [Our Voice Matters - Surrey County Council \(surreycc.gov.uk\)](https://www.surreycc.gov.uk) last year following consultation with children and young people in Surrey. The Our Voice Matters Survey is a way for children and young people to tell us, as professionals, parents, and carers what it is like to live and grow up in Surrey. The survey was co-designed by young people; everything from choosing the themes, creating the questions, and designing the look and feel of the survey was done by young people. The finding from this report is due to be considered in the Quarterly Service User working group and any learning that is applicable to the YJS will be incorporated into our service delivery plans. As per YJB strategic plan to ‘...encourage children’s active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers’.

5. Governance, leadership, and partnership arrangements

Surrey Youth Justice Service (YJS) is firmly embedded in the Children, Families and Lifelong Learning portfolio under the Family Resilience and Family Safeguarding Service. The Director is co-chair of the Management Board, Surrey Safeguarding Children’s Partnership and the Health and Wellbeing Board. The Assistant Director for Early Help and Adolescents is directly responsible for the delivery and effective practice in the central Youth Justice Team and their delivery arm as part of the wider Adolescent Service. The move to one dedicated AD as of July 2023 led to a greater level of consistency, leadership and practice.

The newly named Surrey Youth Justice Management Board (YJMB) is co-chaired by the Director of Safeguarding and Family Resilience, alongside Police Superintendent and Strategic Lead for Children and Young People. Quarterly updates on the Youth Justice Service are provided to the SYJB. Terms of Reference are in place to reflect the new arrangement with governance structure outlined below.



Voluntary Sector

Surrey has a partnership approach through contractual arrangements with third sector [voluntary] organisations. Through funding arrangements they help us provide support and assistance to young people and their families including those at risk of becoming involved in the criminal justice system, exclusion, exploitation or those returning back into the community. This community-based support occurs in a range of ways including 1:2:1 dedicated support, group programmes, coaching/mentoring or simply offering a volunteer buddy. Whilst it is a contractual relationship we endeavour to adopt a partnership approach as per Surrey’s Building Belongings Programme (BBP).

BBP works as a multi-disciplinary integrated team to prevent children from becoming first time entrants in the criminal justice system. The programme works holistically using a whole family approach and works with parents and siblings. Working with voluntary sector partners enables the team to provide different skillsets and use

different approaches to engage and support children and their families. We work in partnership with the following partners:

- Spurgeons (1FTE youth workers)
- Barnardo’s (1 FTE family support worker)
- Home Start (0.6FTE family support worker)
- Surrey Care Trust (2.4FTE youth practitioners)

In terms of future objectives, Surrey’s commissioning service is striving to re-establish local network meetings working with our communities team. This will involve Surrey CC, our voluntary sector, public health, police, primary care networks and other community organisations coming together to support a local offer and adopt a local partnership to support children.

6. Board Development



Board progress made during 2023/24:

- New governance structure and co-chair arrangement consolidated
- Some board member Board members have participated in the Liminality group disproportionality training as part of wider service commitment to reduce over representation in Surrey
- There is board member representation at the multi-agency Disparity Working Group
- The board has continued to promote a holistic approach to address challenges facing children in contact with the youth justice system
- Board culture has been developed to sustain partnership collaboration and contribution. This has recognised and endorsed by the Youth Justice Board in line with the oversight framework.

Key board objectives for 2024/25 as per YJB strategic plan:

- Drive system improvements that treat children as children
- Invest in our staff to encourage excellent behaviours and outstanding leadership
- Effectively distribute grants to improve outcomes for children and their communities
- Promote a holistic approach to address challenges facing children in contact with the youth justice system

7. Progress on previous plan

The YJS priorities for 2023/24 are reflected here and progress made has been outlined below.

Key Priorities	Progress
QA, Audit and Performance	
Utilise revised YJB tool and complete self-assessment pertaining to YJ standards for children	Findings of the self-assessment were shared and understood by all those involved in YJ governance, management and front-line service delivery. This led to an agreed action plan with shared ownership and accountability to progress. However, there is still work to be done on the longer-term objectives as per the service development plan.
Develop a robust performance management framework to strengthen and sustain a culture of accountability for YJ case work and delivery across the county	<p>The TYS/YJ management team convened regularly to assess and respond to tableau data pertaining to timeliness of assessment completion, frequency of management oversight and HPAT engagement rates.</p> <p>Thematic audit was previously completed to assess consistency of management oversight and develop a uniform template to support alignment across the county. A revised template used by managers in supervision has been implemented to ensure consistency and alignment of oversight and support.</p> <p>Oversight of Performance Management is presented as part of the overarching data and performance report submitted for Surrey YJMB perusal on a quarterly basis. This is considered by the YJS in line with the KPI data submission and oversight framework. Surrey have been moved into the top performance tier as of now which is a testament to the hard work and endeavours of staff across the service.</p>

	In line with the new Adolescent Service, as of June 2024 the Youth Justice Service will now be managed by one Service Manager and one AD enabling streamlined oversight of the YJS across the county.
Review and strengthen the existing integrated Quality Assurance Framework and develop YJ audit tool in partnership with Surrey's Quality and Performance Service and Practice Standards lead	<p>The past year has seen further development in the context of QA and audit, undertaking thematic audits on girls entering the criminal justice system and care experienced children, the latter of which is a consistently overrepresented group in the criminal justice system. We are now moving into the next stage of our collaborative approach to further embed our audit cycle, undertake performance observations and implement a process to moderate the gatekeeping of Asset + assessments. Emphasis will remain on Asset+ and assessment of the three risk domains.</p> <p>The thematic audit cycle continues to be informed by QA findings, performance data, self-assessment, and direction from Surrey's SYJB.</p>
Ensure Surrey's YJ case management system and local process is fully mobilised to capture data and accurately report on the new KPI data as per YJB requirements	The YJ central management team and colleagues in the Data and Performance team have assisted with data cleansing and quarterly submission to help inform performance grading, in line with YJB oversight framework.
Data pertaining to HPAT completion rates to be reviewed quarterly to ensure unmet health needs, pathway planning and communication passports are consistently offered to children and progressed as required	YJ Central Team & Health colleagues have been perusing data routinely to ensure referrals rates are high and there is equity of offer across the service. Current challenge with resource has led to a 'triage' system being implemented to manage the numbers of children who require screening and support.
Practice development	
Surrey YJS annual skills audit cycle will continue and help inform our evolving Learning and Development plan which has been finalised for 2023/24. Surrey YJS vision is aligned with the YJB's strategic approach to 'promote sector-led practice development and strengthen ways to disseminate what is known about working with children across the youth justice sector and beyond'	<p>YJ management have mobilised the 2023/24 training plan successfully. This has included the following:</p> <ul style="list-style-type: none"> - Initial two rounds of disproportionality training delivered to board members, senior leaders and management. - Risk and contingency plan training for front line staff. - Referral Order volunteer training - YJ Professional Certificate in the Effective Practice for 4 staff, annually funded by Surrey academy - Training around the new OOCd process & the new OOCd assessment tool (PDAT) - KPI training - YCC workshop
Establish regular practice development groups with representation across all TYS services areas, to enable shared learning opportunities and promote a cohesive, embedded practice model	This is a long term of objective and area that requires further development. Whilst there have been workshops to explore a number of key areas such as service user voice and the importance of capturing children and families lived experience, the service has gone through a restructure meaning a shift in the positioning of staff involved in the YJ practice. As we re-establish the 'newly formed' service in 2024, practice development groups will be

	revisited to explore pertinent issues as cited in the objective. This should include data obtained from children and families who have worked with the service.
Missing, Exploitation and SYV	
Surrey YJ Central Team will work closely with partners who make up the Serious Violence Operational Group and contribute to an evidence-based analysis of the causes of serious violence, informing the local strategic needs assessment (SNA).	YJ management team have continued to attend and actively participate in the meetings pertaining to Surrey's local needs assessment. The analysis of data pertaining to serious violence was held within the space with the Serious Violence Operational Group now well established. Surrey Serious Violence Reduction Partnership (SSVRP) has also formed with next meeting due to convene in June 2024.
A thematic audit re children open to YJ across the Northeast of the County has been completed in partnership with Missing and Exploitation lead and TYS. The findings from the dip sampled cases will be shared to support the learning and development of services supporting children in crisis.	The findings of this audit were shared across YJS & TYS. Primary themes included disrupted education, range of neurodiversity and unrecognised needs, being moved to Surrey from London to escape gang violence. There were a number of other persistent themes with several recommendations focused on housing, education and inclusion and targeting critical/reachable moments.
Missing and exploitation leads to provide an extended training offer including TYS, YO, Foster Carers and Children's Homes to education our partners around missing, exploitation and serious youth violence.	<p>Facilitated by Missing & Exploitation Leads across the county.</p> <p>Targeted Youth Support – refresh on using the Child exploitation risk assessment tool (CERAT)</p> <p>Safeguarding Adolescents Teams – referring to the Risk Management Meetings.</p> <p>Youth Offer – 3-hour workshop in Awareness in Contextual Safeguarding.</p> <p>Foster Carers – bespoke workshops to identify and respond to Contextual Safeguarding / EFH.</p> <p>Children's Homes – bespoke requests for refreshers at staff meetings (45 staff trained in 2022).</p> <p>Partnership 2023 – 2024</p> <p>Multi-agency - 5 bi-monthly workshops completed (2 hours) to children's partners (education, FSP, DA specialists).</p> <p>Aim and purpose of training was to increase Practitioner and Manager's confidence on identifying and responding to Extra Familial Harm within a variety of professional settings and equip staff with the skills to assess and signpost children to specialist help. The workshops are a helpful opportunity to connect with a range of staff and services about how to identify risk and prevent further harm while working alongside schools, police and so on. In addition, the training provided participants with the opportunity to develop an awareness of what to do if they have concerns about</p>

	<p>the safety and welfare of children and young people and be familiar with Surrey's processes around contextual safeguarding.</p> <p>A new child exploitation risk assessment tool (CERAT) was launched in July 2023 to replace the former tool which included wider risk indicators such as youth violence, gang activity and peer-led abuse. Form was simpler to complete and had a guidance tool to accompany (offer of face-to-face consultation with a CE Lead for newer social workers/ targeted youth staff).</p> <p>Missing & Exploitation Leads promoted staff consultation for new referrals and to ensure safety and welfare risks were responded to quickly. The promotion of advice, guidance and consultation emerged in the regular attendance of the YJS HRVP meetings and involvement in the RMM's. Staff were made aware of requesting a mapping meeting or a missing intervention meeting that would enhance the safety plans and encourage creative thinking around problems i.e., lack of information about missing episodes, engagement with young people around activities, or supporting parents.</p>
<p>Process needs re-establishing to capture lived experience of children carrying weapons or exposed to weapon related offending in their community</p>	<p>There are several enquiries to understand the drivers of children carrying weapons and feelings of safety. The serious violence duty has commissioned conversations with children in Surrey about safety. The aim is to collate data from Year 7 and Year 9 children to find out:</p> <ul style="list-style-type: none"> - How are children in Surrey feeling in relation to their safety? - What are their concerns around knives and violence in their peer group/community? - Where is this fear perpetuating? <p>The commissioned work has been created in conjunction with Clean Wellbeing and is in line with the Surrey Healthy Schools approach and is being done prior to the end of this school year.</p> <p>In custody the Engage project aims to speak to children who enter custody and speak to them in their reachable teachable moment. This is to understand why they are in custody and provide signposting. Police are planning to undertake 'intelligence interviews' with children who enter custody for pertinent information. This can be information from the formal interview if there are relevant disclosures around weapons and feelings of safety. Secondly through discussions outside of the custody process.</p> <p>Catch 22 are sharing anonymised voices in relation to disclosures around violence, feelings of safety and carrying knives to help further inform planning and local response.</p>
<p>Service User Voice</p>	
<p>In line with YJB strategic plan and Child First approach, Surrey aims to ensure voice of the child, family and practitioner</p>	<p>In Surrey we have been early adopters of the national prevention & diversion assessment tool (PDAT) and have embedded the use of this Child-First assessment in our pre-court arena since November</p>

<p>are fed into the Pre Court JDMP prior to decision making in every instance</p>	<p>2023. At the same time, we have made changes to our Joint Decision-Making Panel (JDMP) arrangements to ensure that all children are assessed prior to decision making. The expectation is that practitioners completing the assessments attend the JDMP to ensure that the voice of the child is fully represented within the multi-agency discussion and that the holistic understanding of the child's needs are taken into consideration when determining the most appropriate outcome. The victim's voice is also represented within the JDMP wherever they have consented to this taking place.</p>
<p>Establish a quarterly Youth Board to enable voice of our service users, ensuring children's views are fed into our SYJB, service planning and delivery</p> <p>Develop and streamline wider processes in place to consistently capture feedback from child, parents and carers, relaying their lived experience of the YJS</p>	<p>The YJS have liaised with Youth Offer staff and Surrey's User Voice and Participation team to develop systems to capture the voice of children coming into contact with the criminal justice system. Feedback is obtained and collated quarterly involving the YJ Service Manager travelling to meet with children open to the service in different parts of the county. The vision is to involve children in providing direct feedback to board members is a work in progress.</p> <p>We now have a systematic process to ensure the voice of Children, Parents &/or carers is consistently captured on a quarterly basis. Practice development groups will consider the feedback received quarterly to consider any operational or strategic change required in terms of YJ service delivery.</p>
<p>Disparity and Over-representation</p>	
<p>Surrey YJS to address over representation within our cohort, promote anti racist practice (as per HMIP's effective practice guide), demonstrate cultural competence and reduce the risk of discrimination impacting on a child's journey through the criminal justice system</p>	<p>Disproportionality training has been funded for all staff involved in Surrey's YJS delivery. We have taken a 'top down' approach with board members, senior leaders and management completing the training initially.</p> <p>The frequency of the multi-agency disparity working group (DWG) has increased from quarterly to every 6 weeks currently. A Terms of Reference (ToR) and dedicated action plan are in place involving key partners to help collectively address concerns pertaining to children overrepresented in Surrey YJS</p> <p>Data and Performance team provide up to date local data and use the YJB disparity tool kit to inform analysis and priorities. Greater breakdown of ethnic categorisations has led to improved analysis locally.</p> <p>The DWG will consider strategic and operational responses to target resource and support those sections of the community who are most effected. This is part of a bigger piece of work that will require input from the wider partnership.</p> <p>YJS and Police have worked together to establish a Terms of Reference to progress non-admissions scheme evaluation. This is to measure effectiveness and impact to ensure it is supporting children from overrepresented groups to access to pre-Court outcomes.</p>

	<p>Understanding the lived experience of children coming into contact with the CJS remains a focal point of the Disparity Working Group and is reflected in the plan in the context of over represented groups of children.</p> <p>The disparity working group action plan has been shared with the wider YJ service, relevant partners and SYJB for governance and oversight.</p>
<p>To work with our Magistrates and colleagues in Court to support learning and development opportunities pertaining to disproportionality and over representation.</p>	<p>YJ central team have started a dialogue with Magistrates and have recently invited participation in the wider work taking place in the Disparity Working Group.</p> <p>The service has continued to promote best practice and child first language in PSR reports to guard against issues such as adultification, ensuring children are seen as children.</p>
<p>Continue in our attempt to recruit and diversify the pool of Referral Order panel volunteers and reflect the demographic in Surrey's local community.</p>	<p>YJ central team worked in partnership with Equality and Diversity lead and have connected with Surreys Minority Ethnic Forum and Surrey Gypsy Traveller Communities Forum to support with the recruitment process. A new group of volunteers are being trained currently but the level of diversity still needs attention and recruitment will remain 'cyclical' with regular review.</p>
<p>Review and evaluate effectiveness of Surrey provision developed as a direct response to the rise in females entering the criminal justice system in Surrey over the past 3 years</p>	<p>The Youth Offer led an evaluation of the projects on offer for girls coming into contact with the criminal justice system and the findings formed part of a wider piece of work involving the thematic audit of girls coming into contact with the criminal justice system. Please see Standards for Children section of the plan for further detail of collated findings and response.</p>
<p>Reducing Re-offending</p>	
<p>Data indicates clear trends on times frames when children are most likely to re-offend in Surrey. This has enabled us to identify 'critical' periods where a child may benefit from greater support to reduce the risk of recidivism. Targeting this will be a focal point for the YJS and Youth Offer moving into 2023/24.</p>	<p>This was explored with the central YJS and wider TYS service during a Service Meeting. The findings from the integrated workshop led to collective planning as to how staff could operate mindfully re these 'critical' periods and response accordingly. 'Offence to outcome' time frames were particularly pertinent here however, so sphere of influence for early instances of re-offending was also taken into account and fed back to Police colleagues.</p>
<p>Secure settings and Transition</p>	
<p>Develop Transition protocol with the adult Probation service and review case management responsibility for young people past their 18th birthday. This is in line with a Child First approach considering young adults through as trauma informed lens and promoting consistency and continuity of care.</p>	<p>Central YJ post Court team continue to develop in partnership with Probation. Transition protocol has been submitted to the Probation service in draft format and is awaiting sign off. In Surrey there is a newly established transition process and multi-agency meetings including YJ staff, education leads, speech and language therapist & clinical leads. Probation have dedicated staff who specialise in 18-25 year olds open to the service and this partnership approach helps to ensure all relevant information is passed over at point of</p>

	<p>transition. Where it remains problematic is when cases transfer out of Surrey. See development plan for solution focused approach.</p> <p>ETE leads continue to work closely with the secure estate to ensure ETE provision meets needs of the child whilst in custody and upon release as part of the resettlement plan. This includes those post 18. When concerns over the appropriateness of provision have been identified by YJ ETE leads, this has been escalated and those staff supported by YJ managers in communication and meetings with the relevant establishment in the secure estate.</p>
Develop partnership links with No Wrong Door, Gateway and Childrens Services to address resource challenge pertaining to availability of remand beds.	Joint Accommodation Protocol is currently under review with partners in Children Services and the Police force. Access to emergency PACE beds has been a focal point of the discussion.
Diversion	
Develop 'Engage' expansion in partnership with the Police and Youth Offer Service as part of Surrey's diversionary offer and response to children in police custody.	The Engage 6-month custody pilot is complete and the resulting report is available. At time of writing Surrey's Youth Offer are providing Engage follow up by the existing DRB arrangement and endeavour to see children in custody as and when notified. This has helped enable Surrey to target a greater number of children, some of whom were previously known to services and deemed as exposed to or at risk of extra familial harm.
Education	
<p>Create opportunities for reengagement in mainstream education and /or on to sustainable training and employment</p> <p>Align systems and processes so children who offend whilst 'NEET' are identified early</p> <p>Develop consultation window with a wider range of Surrey's education providers so children on the cusp of or open for YJ intervention and at risk of exclusion, are considered prior to decisions being made</p>	<p>Projects supporting this objective include Watts Gallery, Hair and Beauty salon and Surrey Fire and rescue. The latter has been extended to September 2024 to include post 16 project.</p> <p>The implementation of post 16 job coaches has enabled this work to be developed whilst on going work with SEND colleagues and development of the adolescent service will support early identification.</p> <p>DFE are making changes re the role of services to tackle inclusion and this national drive was made clear during their visit to Surrey in 2023.</p> <p>Clearer progression pathways have been established regarding children who are electively home educated (EHE).</p> <p>The YJS continue to work closely with education colleagues to address these issues and are a key partner at the table for the Alternative Provision Strategic board and SALP board focusing on exclusion. AD for Inclusion and Additional Needs is a member of the SYJB helping to provide governance and ensure parallel planning in relation to these issues. This is enabling the development of an inclusion framework for those children most at risk of exclusion.</p>

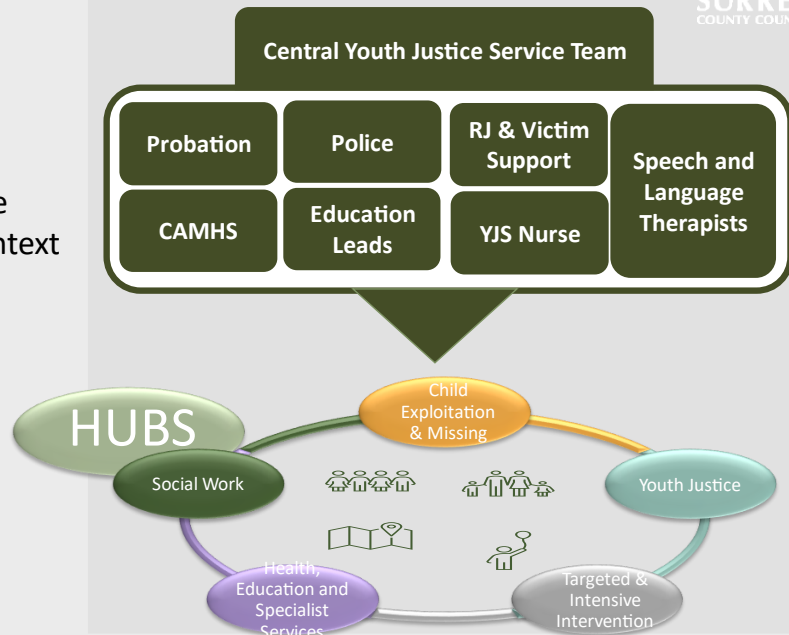
	<p>YJ ETE leads continue to work with the Youth Offer Service to seek pathway back into ETE, access projects and access support from our Speech and Language colleagues/resource.</p> <p>Other development work is taking place with SEND, SALT and CLA services to establish clearer guidance re disclosure of offences.</p>
Victim Support	
<p>To build and strengthen our existing offer for those who've been harmed by offending behaviour by developing creative and innovative ways to increase levels of engagement and participation</p>	<p>We have successfully developed the 'side by side' programme, a new project to ensure child victims can access trauma informed support and bespoke interventions to meet their individual needs. This also includes an online support group for parents of child victims.</p> <p>Steps have been taken to increase consultation and factor victims voice into developing pathways for restorative interventions, both indirect and direct. These are now shared in the joint decision-making panel.</p> <p>The existing victim safety planning process has been developed to ensure collaborative input from practitioners and regular review. This is now taking place more systematically and updated when circumstances change.</p> <p>To measure victim satisfaction rates and provide data sets to track effectiveness of support on offer a feedback survey tool has been developed and is shared with all victims who come into contact with the YJS. Victims are also being given more opportunity to provide qualitative feedback via restorative practitioners upon closure. Specific needs assessment is completed with child victims which measures the level of need at the start and end of the intervention.</p>

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8. Resources and services

Who We Are: Delivery Model

- Youth Justice – a co-ordinated approach that provides dynamic overview of extra-familial risk, vulnerability and need across the county and work done in the context of safety planning
- Whole family working, early identification and intervention
- A central team drives practice learning & improvement through support, training and guidance



Our Central YJS team consists of a pre and post Court 'streams' which supports the inclusion of a range of specialists from both internal and external partnership agencies. This includes two dedicated Missing and Exploitation leads and health which consists of speech and language therapist, public health nurse specialist, clinical lead for the Youth Justice Reaching Out Service and Catch 22 substance misuse worker. The health needs of children are assessed at the entry point to the service under the 'HPAT' process to ensure needs are met early and delays in any required treatment minimised.

The YJS is integrated with Surrey's Youth Offer who support preventive and diversionary work whilst co-ordinating projects to fulfil reparation/unpaid work requirements. The YJS and Youth Offer Service Managers report directly to the Assistant Director of Early Help, Youth Service/Justice, Adolescence Service. This centralised 'spine' supports our wider Adolescent Service 'hub' teams who hold responsibility for Youth Justice case work. The 3 hub teams are our delivery arm and practitioners within this service provide all YJS interventions with the oversight and support of the central YJS team. Together this makes up the Youth Justice Service delivery model across the county. Each YJ team contains a team manager, senior practitioner, YJ social worker and practitioners who ensure that high quality youth justice interventions are delivered. Our central YJS responsibilities also include quality assurance, performance monitoring, case transfer and care taking arrangements, court work and case allocation, bail, remand and ISS, staff development and training, restorative practice, and victim engagement.

Surrey's Youth Offer service has been able to make a significant contribution to both the Youth Justice service provision and the wider work with vulnerable young people across the county, initially during the Covid 19 pandemic response but since this time under the evolving service delivery model and targeted engagement. Several approaches have also been introduced under the Youth Offer umbrella to enhance our opportunities for early intervention and engagement. These are outlined in more details under section 10 of the plan.

*Please see Appendix 1 for full staffing structure



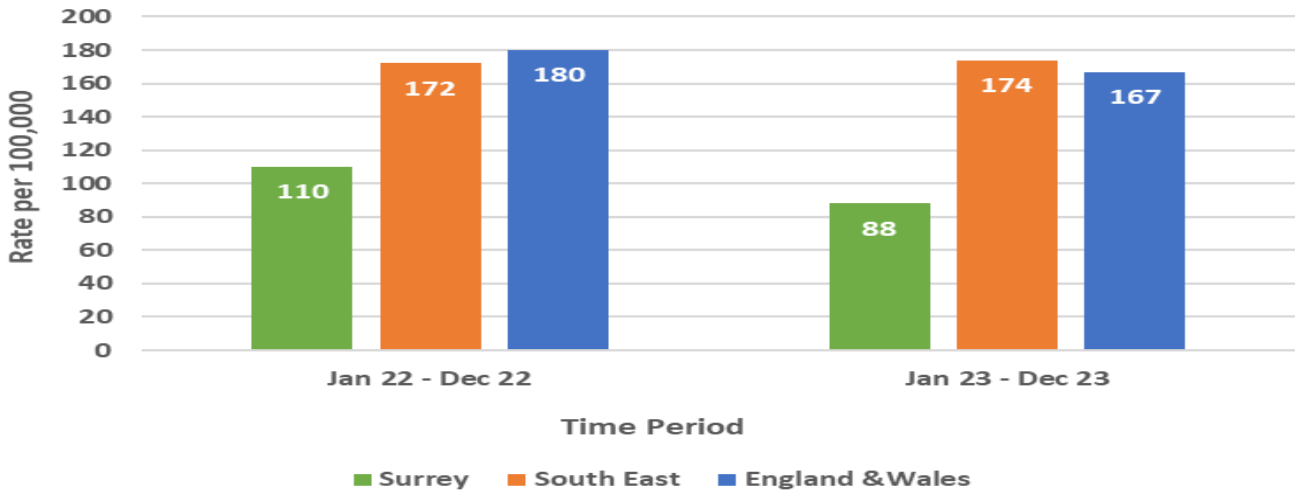
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9. Performance

Surrey YJS benefits from the availability of a wide range of data sets that are generated from the Core Plus case management system and the Early Help Module which is where out of court disposals were previously recorded. Our data and performance colleagues present demographic and throughput data at the quarterly YJMB meetings. Not only does this enable the YJS to respond to the needs of young people, but the local data sets also help the service identify 'trends' which indicate areas of good practice or those which require additional focus and on-going development. This section contains a summary of key performance targets, outlines what current performance looks like and post analysis hypothesis. In addition to the current KPI's, the following data sets outline a range of pertinent observations contributing to new priorities and Surrey's direction of travel moving into 2024/25:

First Time Entrants

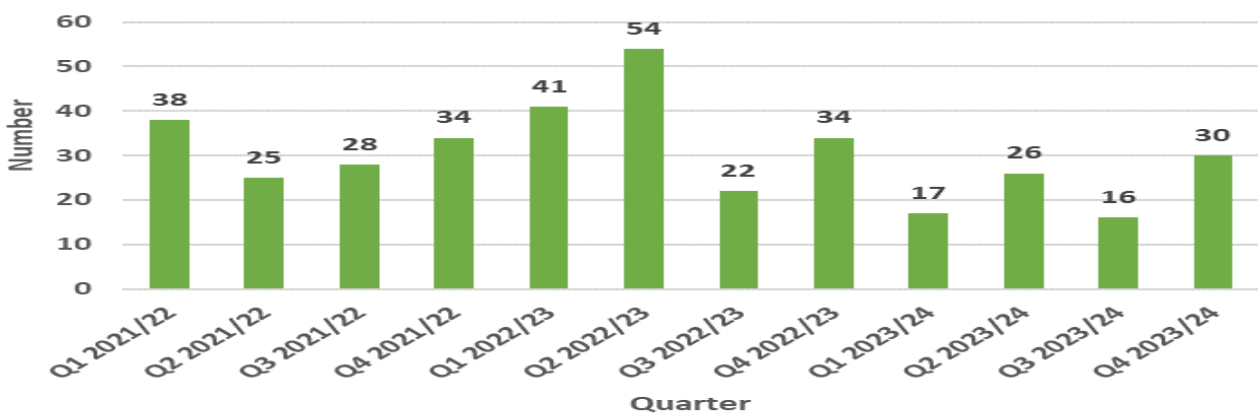
First Time Entrants per 100,000



Surrey has shown progress in efforts to reduce the rate of first-time entrants (FTE), marking a significant decrease in recent years. Surrey's performance stands out when compared to statistical neighbours. In 2023, while the average FTE rate per 100,000 was 155, Surrey had a rate of 88, a significant 67 points below the average. This trend continued from 2022, with a decrease of 22 points, maintaining Surrey's consistent performance below the family average for both years (156 in 2022). The success may be attributed to Surrey's pre-court diversion programs including the implementation of outcome 22 at the onset of 2023. Such strategies have proven instrumental in steering children away from the justice system.

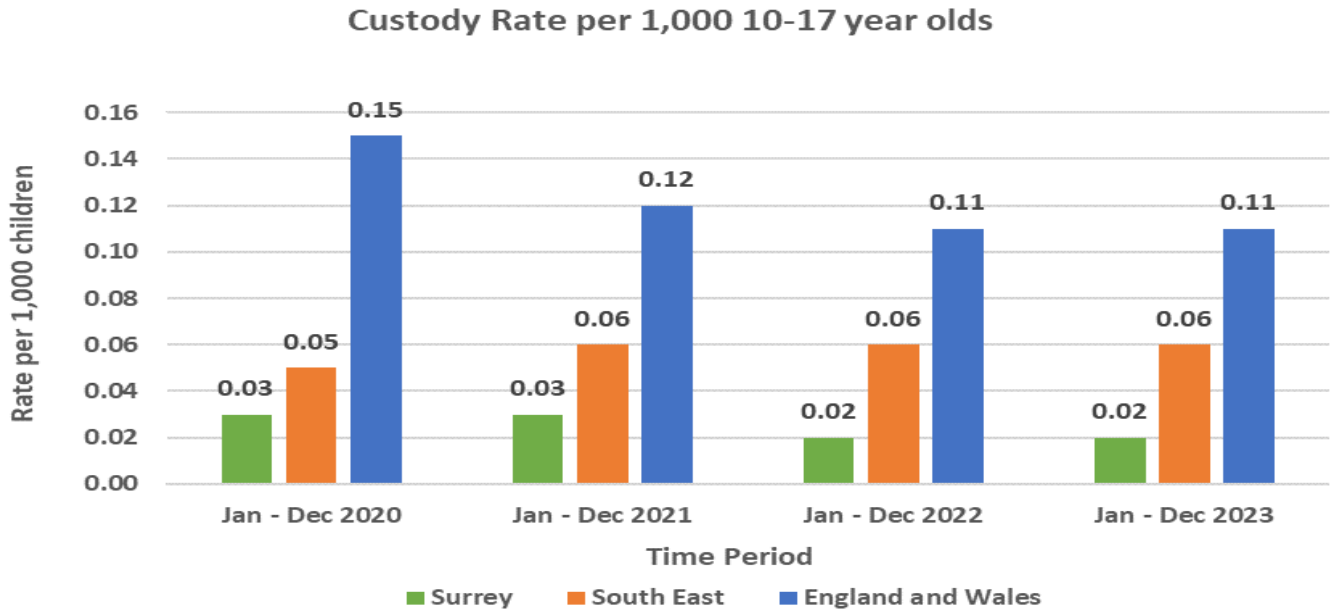
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First Time Entrants 2021/22 to 2023/24



The FTE local data provides a recent snapshot of Surrey's youth justice service landscape. Despite an overall decline in FTEs, a closer examination of quarterly trends reveals Surrey's fluctuation, evident in its 'peaks and troughs'. There is considerable variability, with the lowest point recorded at 16 young individuals in Q3 of 2023/24 and the highest at 54 young individuals in Q2 of 2022/23. Although there has been a further spike in Q4 of 2023/24, the numbers remain relatively low in comparison, at 30. This variance will remain closely monitored during our quarterly review meetings to gain deeper insights into the underlying factors.

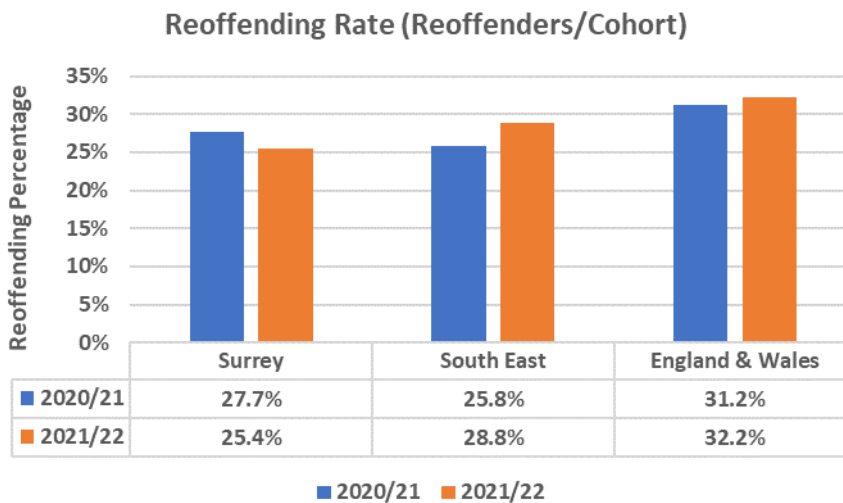
Custody Rate

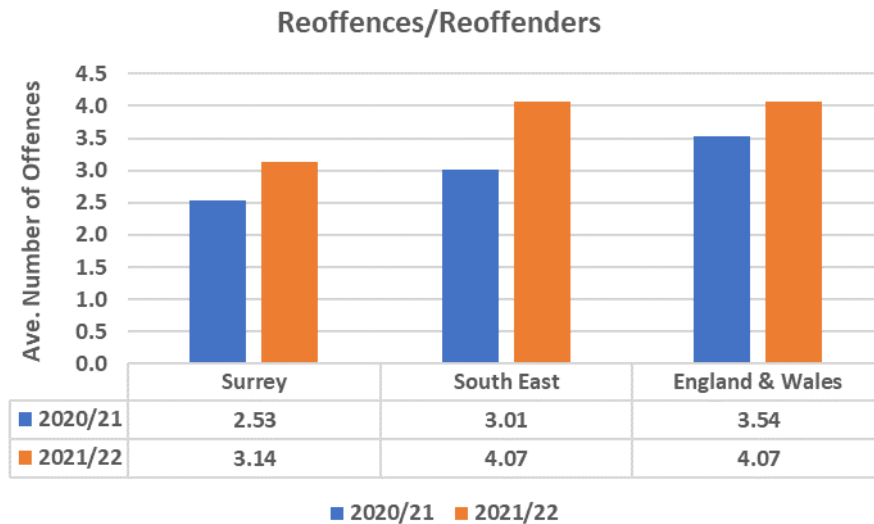


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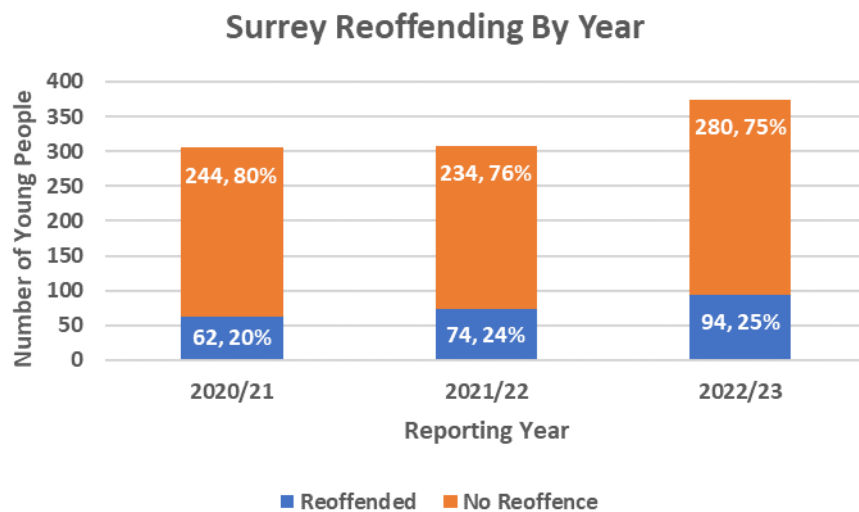
The custody rate trend in both the South East and England and Wales indicate a general decline, yet Surrey continues to maintain a lower rate compared to its local and national counterparts. Surrey's custody rate per 1,000 10–17-year-olds decreases slightly from 0.03 in 2021 to 0.02 in 2022 and remains steady in 2023. When viewed in comparison to England and Wales, Surrey's rate stands notably lower, at 0.9 below the average. These show the effectiveness of Surrey's pre-court diversion interventions. However, in Q4 of 2023/24 there has been an increase with a total of 6 children in custody as at the end of March 2024. The ethnicities of these children are 3 White British, 1 White Irish, 1 Any other Black background and 1 Any other Mixed background.

Binary reoffending rate and frequency of reoffending



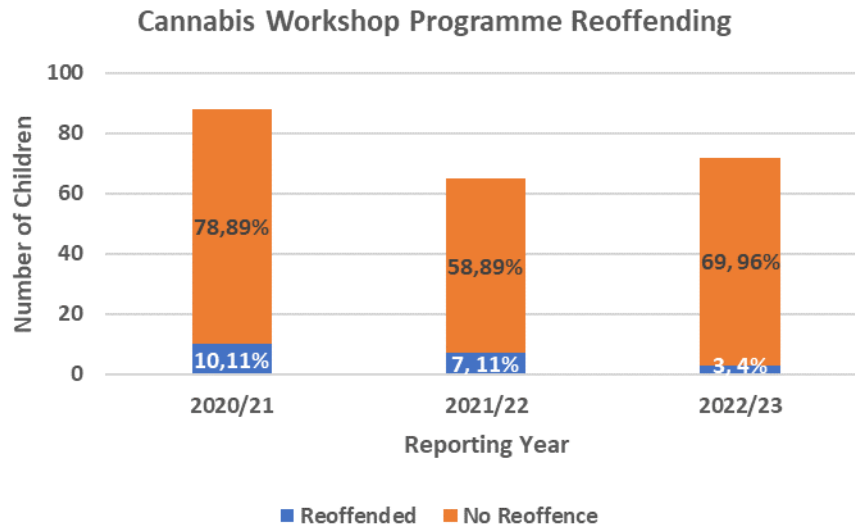


Graphs sourced from the YJB depict the reoffending rates of children who have received a post-court intervention. In Surrey, the rate of reoffending following court outcomes has declined from 27.7% in 2020/21 to 25.4% in 2021/22, demonstrating a favourable trend compared to both our statistical neighbours and the national average. Although there has been a slight increase of 0.61 in reoffences per reoffender, the figure still stands lower than that of our neighbouring regions, at 4.07.



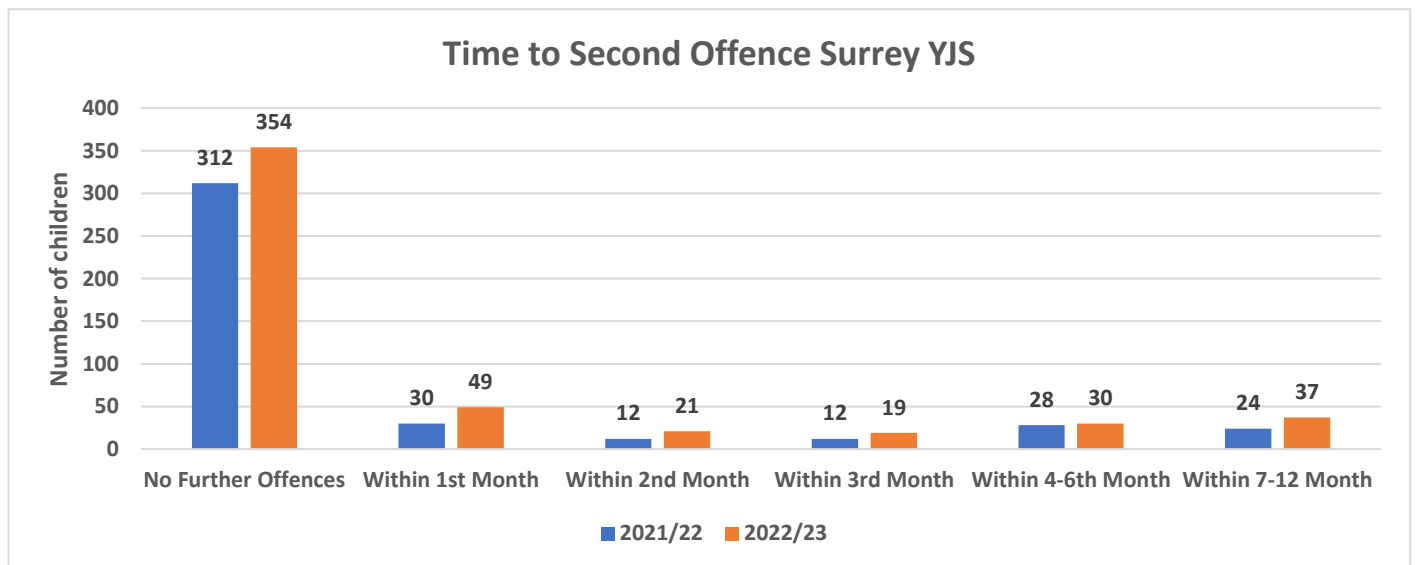
Looking at local Surrey data and including Youth Restorative Programmes and Outcome 22, the picture of reoffending in Surrey has slightly increased. This graph illustrates interventions starting in the reporting year and whether a child received a second intervention starting in the same reporting year as their first, or in the subsequent reporting year. Reoffending rates stood at 20% in 2020/21, rising to 24% in 2021/22, and further increasing to 25% in 2022/23.

We monitor re-offending rates locally via our 'live reoffending tracker' which has shown favourable reductions in the rates of re-offending over the past three years. Our data demonstrates that when a child does re-offend, the new offence tends to be less serious than their original offence, suggesting the Surrey YJS approach to desistance is having some impact. Tracking the rate and seriousness of a child's reoffending enables Surrey to measure the effectiveness of interventions. Despite a slight increase in reoffending rates across the past 12 month, this is a small % point and perceived to be variance as opposed to a hugely problematic spike. Despite this it is concern and metric we will be monitoring closely as we move into the next quarter and beyond.



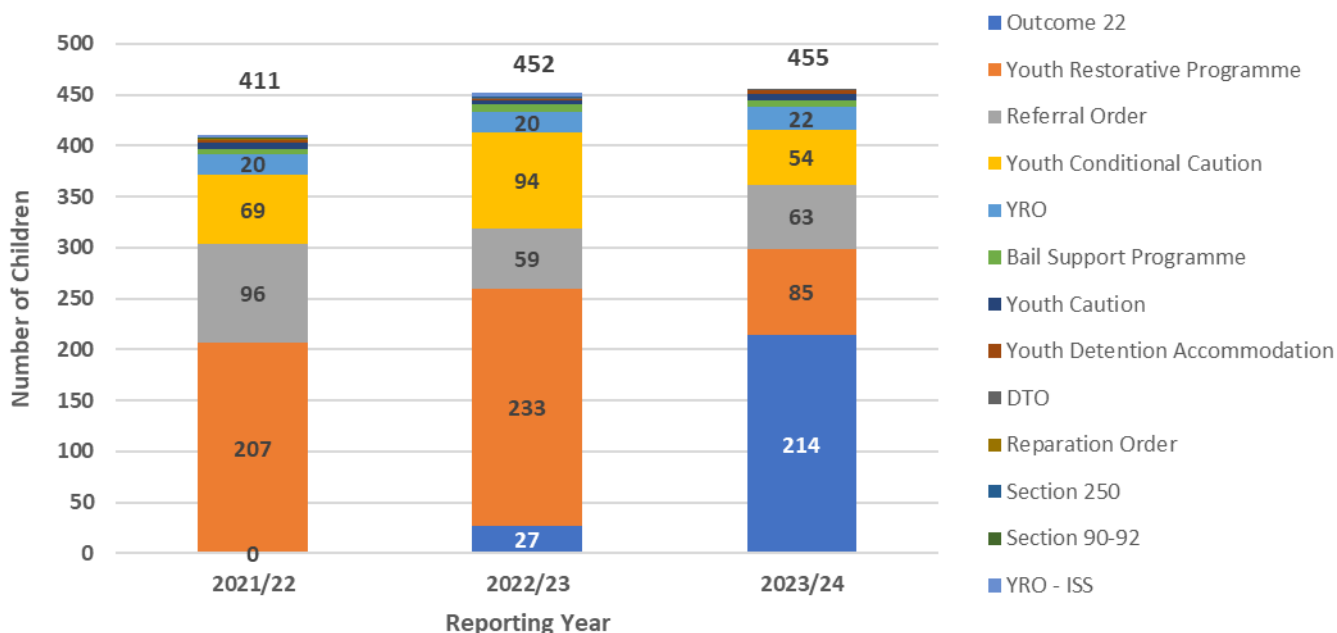
Of offences in 2023/24 with an outcome reached, 40 children participated in a cannabis workshop programme. The graph illustrates the reoffending rates of children who received the cannabis workshop programme after committing an offence within that reporting year. Reoffending rates stood at 11% in both 2020/21 and 2021/22. However, there was a significant decrease to 4% in 2022/23. This analysis includes individuals who reoffended within the same reporting year or the subsequent one, with data for 2022/23 extending up until December 2023.

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The graph illustrates the duration between a child's initial offence and their subsequent offence, excluding those committed on the same day as their first. The cohort for children committing an offence has increased in 2022/23 compared to the previous year, 2021/22. The largest cohort, comprising 69% of 2022/23 offences, did not commit any further offences. However, there is a pattern indicating that the most prevalent period for reoffending occurs within the first month. This recurring trend underscores the importance of continued focus on identifying critical junctures and windows during which children may be particularly vulnerable to recidivism.

Surrey YJ Interventions



The graph above provides a comprehensive breakdown of youth justice interventions in Surrey over the past three reporting years, focusing on interventions open at any point during the period. Following the implementation of Outcome 22 in December 2022, there was an increase, with 27 recorded in 2022/23 escalating to 214 in 2023/24. This substantial increase in Outcome 22 interventions coincides with significant shifts in other intervention types. Specifically, there has been a decrease in youth restorative programs, dropping from 233 in 2022/23 to 85 in 2023/24, alongside a reduction in youth conditional cautions from 94 to 54 within the same timeframe. Despite these declines, referral orders have shown a slight increase from 59 in 2022/23 to 63 in 2023/24. These variances display the dynamic nature of youth justice interventions in Surrey and highlight the changing strategies adopted to address the needs of children.

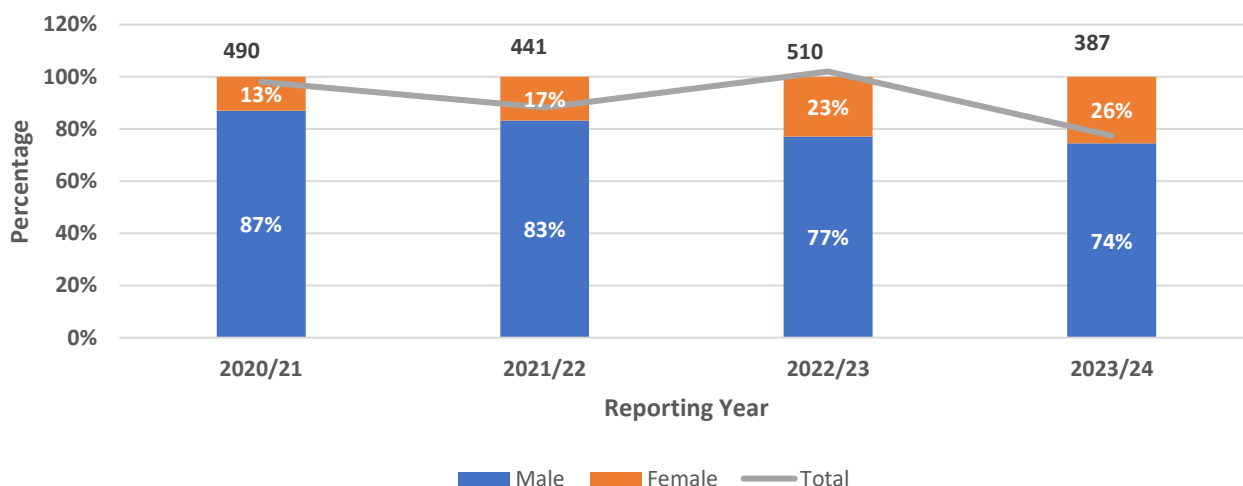
Disparity and Overrepresentation

Ethnicity	2021 Census 10-17 Population	% of total Population	2023/24 Offending Population	% of Offending Population	Percentage Point Difference
White	97753	81%	292	82%	1%
Mixed	8422	7%	34	10%	3%
Asian or Asian British	9630	8%	14	4%	-4%
Black or Black British	2549	2%	12	3%	1%
Other	1979	2%	2	1%	-1%

The above table provides an overview of the trends in the percentage point difference between offending and the local population by ethnic group at Surrey Youth Justice Service. It serves as a critical tool for identifying over-representation within the system, a key focus for Surrey. A higher percentage represented in the offending population compared to the 10-17 population indicates over-representation in the youth justice service,

manifesting as a percentage above 0. In the context of Surrey in 2023/24, Asian or Asian British children emerge as the most underrepresented ethnic group. Conversely, children from the Mixed ethnic group are overrepresented, with approximately a 3% difference. Both the White ethnic group and Black or Black British children exhibit a 1% overrepresentation within this cohort. Therefore, whilst this isn't considered 'statistically significant' in line with the YJAF framework, Surrey YJS are treating the findings from this data as a key priority to understand and address what is contributing to this consistent disparity. The work occurring in Surrey to address overrepresentation is captured in the Disparity Working Group action plan.

Number of Children who Committed an Offence
By Year and Gender Surrey YJS



The female cohort within Surrey YJS has shown a gradual increase in representation, rising from 23% in 2022/23 to 26% in 2023/24. Alongside, there has been a decrease in the total cohort of children committing offences, declining from 510 in 2022/23 to 387 in 2023/24. While this reduction suggests potential progress in addressing offending within the community, the increase in the proportion of female offenders highlights the importance of targeted interventions to address the needs of this demographic.

Timeliness offence to outcome date

Year	Mean (days)	Median (days)
2021/22	150	102
2022/23	145	99
2023/24	112	100.5

Understanding the duration for an offence to reach an outcome is important to Surrey YJS and recent data indicates positive progress. The average number of days from offence to outcome date decreased from 145 in 2022/23 to 112 in 2023/24, reflecting a shorter period for offences to reach an outcome. It is important to note

that this figure is calculated based on offences during the respective reporting year. However, it is important to note that a number of 2023/24 offences are yet to reach an outcome and would therefore not be included.

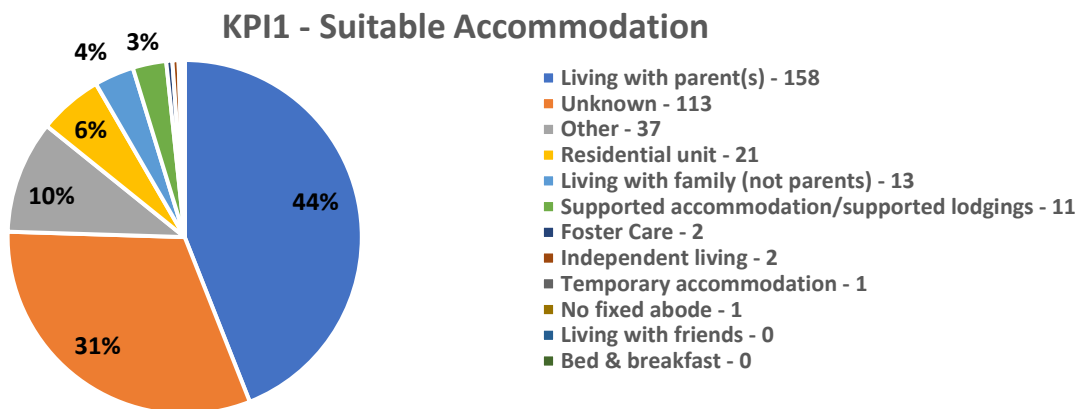
Surrey headline data

- Reduction in First Time Entrant (FTE's) for 4 consecutive years. Outcome 22 is likely to have contributed following its implementation in December 2022 and embedding into JDMP through 2023.
- Custody rates remain low and comparable with the general trend across Southeast and England.
- Reoffending rates have seen a slight increase in the recent year however they remain lower than statistical neighbours and national averages. Reoffending rates for cannabis workshops have been improving.
- Data analysis highlights most common period for reoffending is the first month.
- Timeliness of offence to outcome has been improving for 3 consecutive years.
- Overrepresentation and Disparity: Surrey acknowledges the overrepresentation of certain ethnic groups, particularly black and dual heritage children indicating the need for continued focus and action.
- Surrey continues to observe a gradual increase in the proportion of females entering the YJS.

Key performance indicators

It was a requirement for Youth Justice Services to report on the following key performance indicators from April 2023, Surrey provided our first submission August 2023 as per YJB guidance.

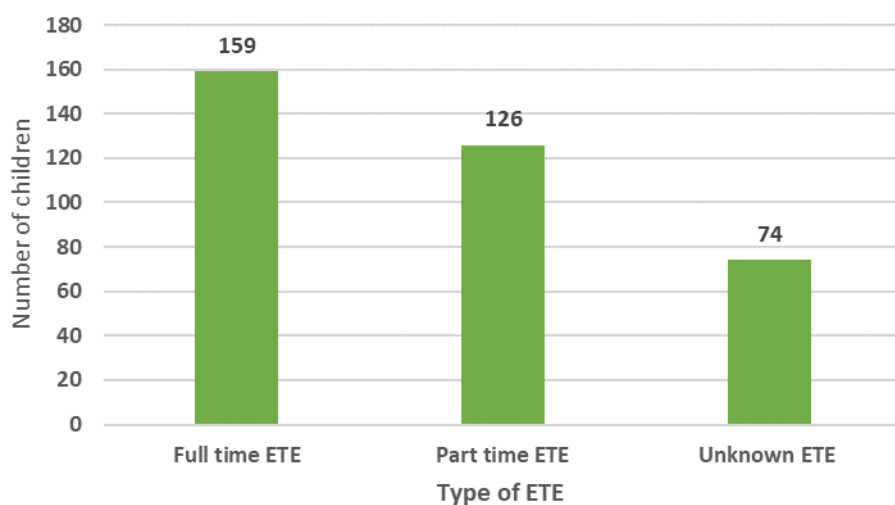
KPI 1: suitable accommodation



In 2023/24, 44% of children in the Surrey Key Performance Indicators (KPIs) cohort were documented as living with their parents. However, owing to the introduction of new KPIs and a revised set of recording criteria, the accommodation status of 31% of these children remained unknown, unfortunately representing a gap in data. Notably, within the unknown data, approximately 18% were from the Q1 cohort, 13% in Q2, with <1% in Q3 and Q4. Of the recorded accommodations, approximately 57% were deemed suitable, 11% were classified as unsuitable, and the status of 31% remained undisclosed. Note that the 'Other' category presently includes children living 'At Home' in accordance with guidance and those in custody.

KPI 2: education, training and employment

KPI 2 - ETE 2023/24



At the end of their involvement with youth justice interventions, 44% of children were enrolled in full-time education, while 35% were engaged in part-time education, leaving the status of 21% unknown. Notably, 54% of these children were in suitable Education, Training, and Employment (ETE) arrangements. All instances of unknown ETE status occurred in Q1, coinciding with the initial implementation of Key Performance Indicators (KPIs) and Surrey's adjustment to new recording methods. However, in subsequent quarters (Q2, Q3, and Q4), there were no instances of unknown ETE, indicative of Surrey's heightened focus and effectiveness in data recording and monitoring processes. Of the 285 children recorded in ETE in 2023/24, 68% were suitable.

KPI 3: special educational needs and disabilities/additional learning needs

Cohort: All interventions April 2023 – March 2024.

445 children with a YJ intervention could be matched to EYES system. Of those:

- 134 have never had an EHCP / SEN Support (30%)
- 311 have had or currently have an EHCP or SEN Support (70%). Of these:
 - 121 have an active EHCP.
 - 67 have SEN Support.
 - 14 have former EHCP which has now ended.
 - 109 have former SEN Support which has now ended.

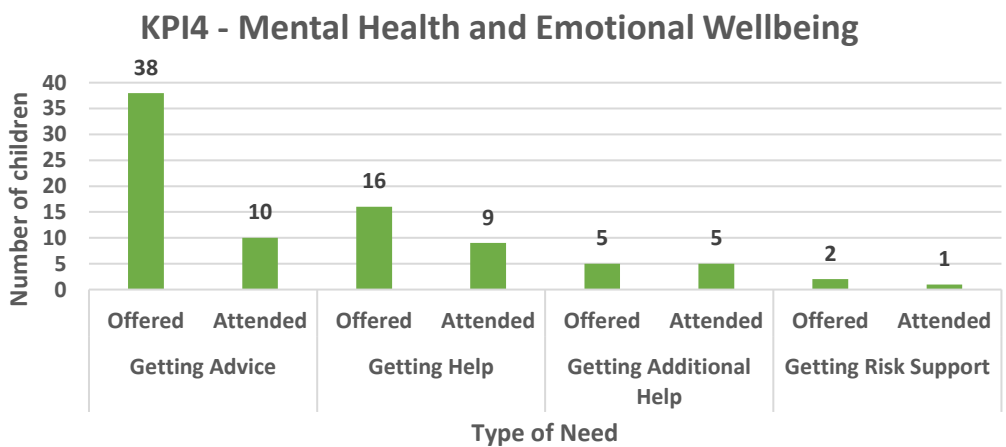
Our current data indicates that we have a disproportionate number of children with EHCPs in the youth justice system compared with those in the Surrey school population. However, we have established close working relationships and protocols between our YJ ETE specialists and the SEN, Inclusion and Virtual School teams to be able to prioritise the needs of this cohort. Given the large number of schools and alternative provisions in Surrey, it has been a challenge to accurately capture the data around the number of education hours attended for the purposes of the new KPI recording. We continue to liaise with our colleagues in the education department in an attempt to address this challenge.

Ethnicity	Total number	EHCP	Rate of Prevalence
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White	370	109, 29%	5
Mixed or multiple ethnic group	38	9, 24%	4
Asian/Asian British	15	1, 7%	2
Black/ African/ Caribbean/ Black British	14	2, 14%	3
Other ethnic groups	2	0, 0%	-

Gender	Total Number	EHCP	Rate of Prevalence
Male	332	98, 30%	4
Female	113	22, 20%	6

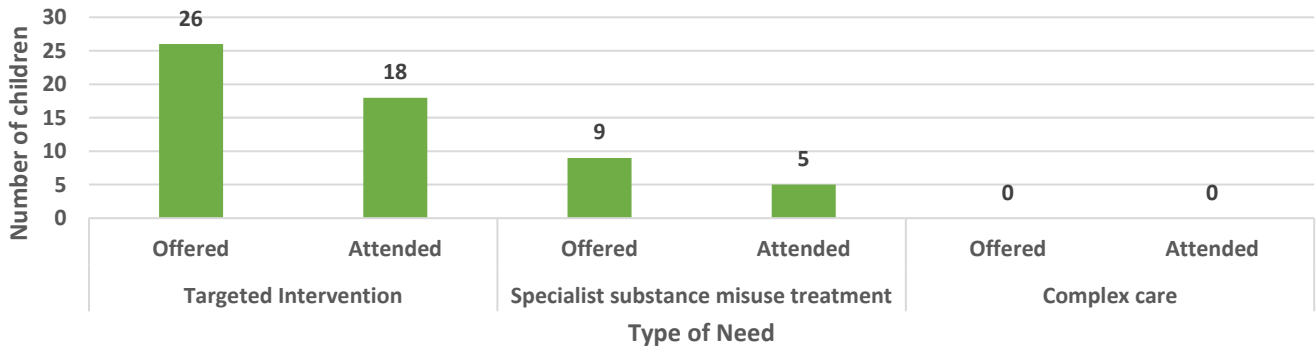
KPI 4: mental health care and emotional wellbeing



Regarding mental health and emotional well-being interventions during 2023/24, the most substantial cohort was observed in the category of 'Getting Advice', with 38 children being offered this intervention and 10 ultimately participating. In contrast, the 'Getting Help' category saw 16 children being offered, with 9 attending. 'Getting Risk Support' was a less prevalent intervention in Surrey, evidenced by only one child attending the sessions, while two were offered the service. This data underscores the varying degrees of engagement across different types of mental health support interventions within Surrey's youth justice system. We have seconded staff for both emotional health and substance misuse who will continue to support the accurate recording around this data.

KPI 5: substance misuse

KPI5 - Substance Misuse



Looking at substance misuse interventions within Surrey during 2023/24, Targeted Intervention was the most prevalent approach with 26 children being offered this specific form of support. 69% of those offered the intervention participated, indicating a notable level of engagement. Specialist substance misuse treatment was offered to 9 children, of whom 5 attended. It should be noted however there is also a large proportion of work taking place in the context of cannabis workshops as highlighted in an earlier graph which are not reflected in this data set. However, our referrals to our substance misuse practitioner have decreased recently so we are reviewing the referral pathway and looking at creative ways in which to increase participation.

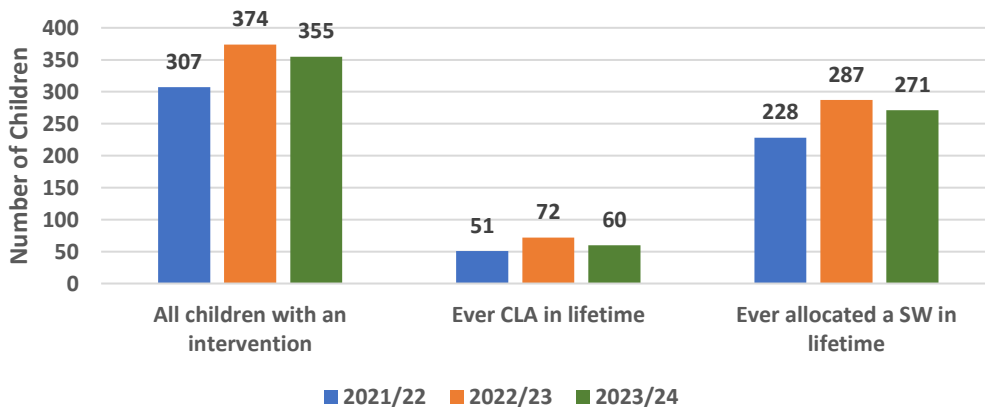
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KPI 6: out-of-court disposals

This data is captured in the previous graph illustrating Surrey’s youth justice interventions. We had long term systems to capture successful completion of OOCDS and have high levels of compliance with our diversions. Interventions take into account the individual needs of the child and approaches are carefully considered and adapted where needed to find the most effective way to engage the child. We have successfully introduced Outcome 22s as an additional diversion option for children which has contributed significantly to a further decrease in FTE’s.

KPI 7: links to wider services

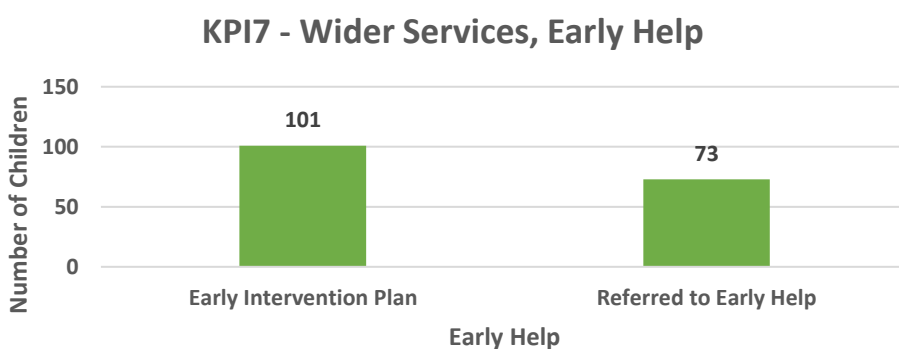
Children open to Surrey YJS Social Work Involvement



In 2023/24, a significant proportion of children engaged with Surrey Youth Justice Services had previously been allocated a social worker, with 76% having had this experience at some point in their lives. This percentage remained consistent with the figures from the preceding years, which stood at 77% in 2022/23 and 74% in

2021/22, indicating a stable trend over time. Additionally, 17% of children open to Surrey YJS during the same period, had been a child looked after at some stage in their lives. This saw a slight decline compared to the previous year's statistics, where 19% had been a child looked after. The CLA data trends had already received interest from the YJMB, resulted in a thematic audit and will feature in the disparity working group action plan moving forward.

Our data demonstrates a lot of the children open to Surrey YJS under statutory court orders will also be open to Children’s Services for statutory interventions. This is reflective of the complexities of our children in the court system and there is a correlation with these children being open to Children’s Services due to contextual safeguarding concerns. The new Adolescent Service framework and positioning of services will help to address extra familial harm locally. This helps scaffold our ability to take a Child First approach which considers the holistic needs of the child and doesn’t solely focus on their offending behaviour.



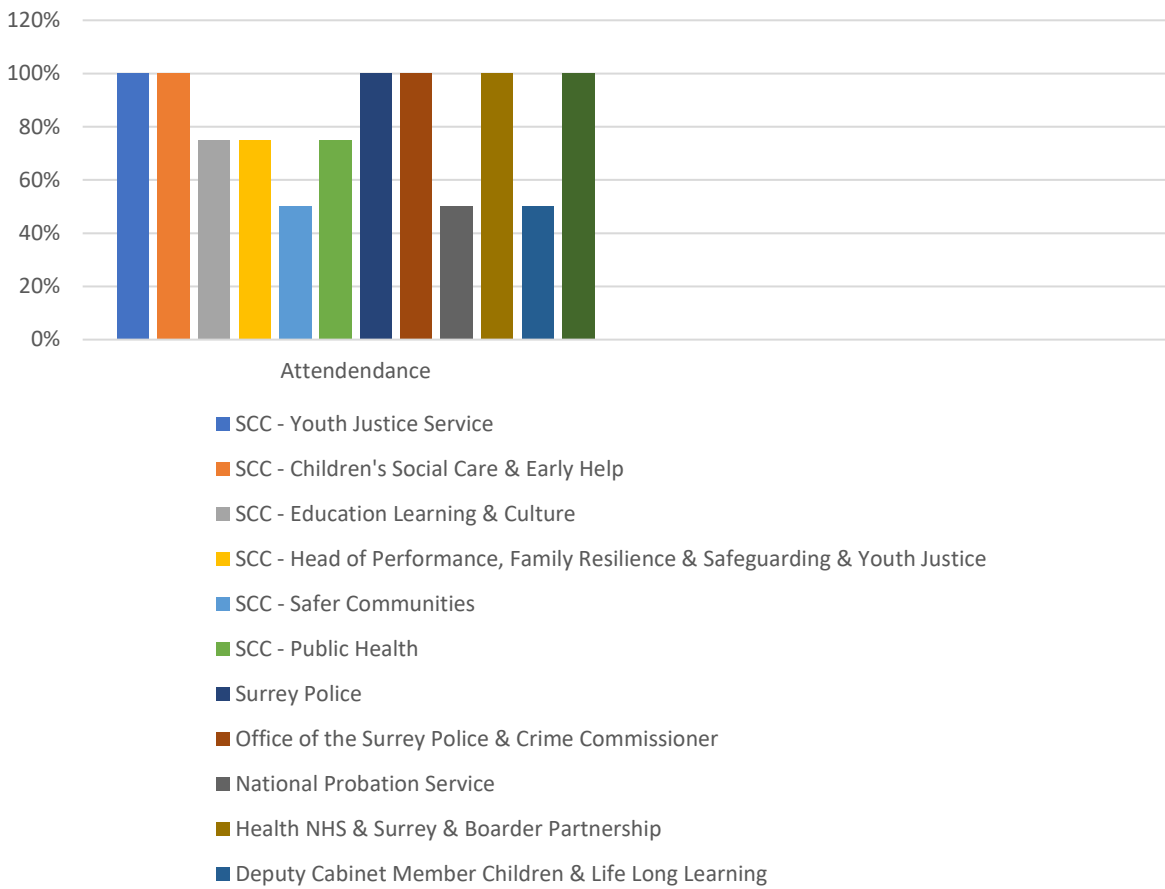
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In 2023/24, 28% of children engaged with Surrey Youth Justice Services had an early intervention plan, while 20% had been referred to early help services.

KPI 8: management board attendance

Capturing board attendance is an administrative task with reporting embedded within the Case Management system. The following graph demonstrate attendance over the past 12 months and will be discussed at the next Youth Justice Management Board meeting to review level of engagement. In summary there has been strong attendance at the board across the partnership in the majority of instances with any absence being circumstantial and explained with strong lines of communication in each instance.

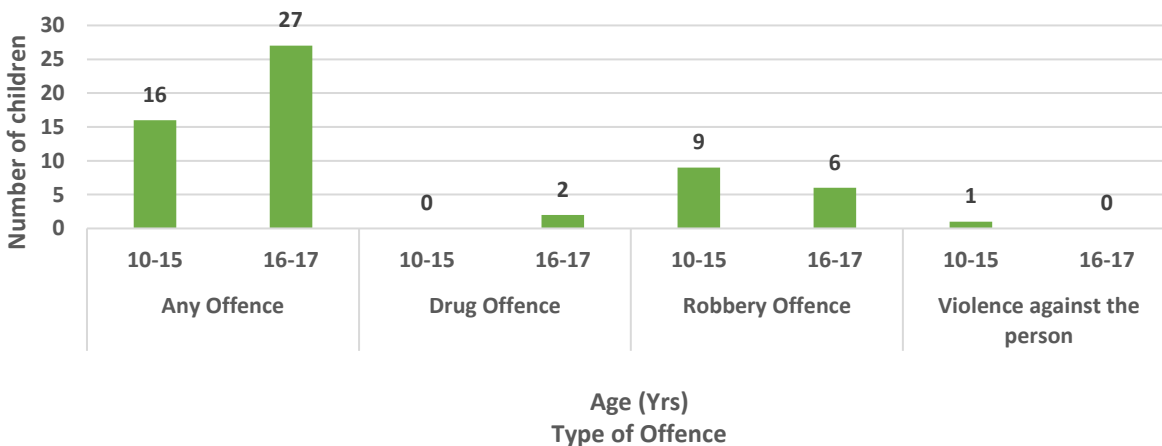
Surrey Youth Justice Board Member Attendance Apr23 - Apr24



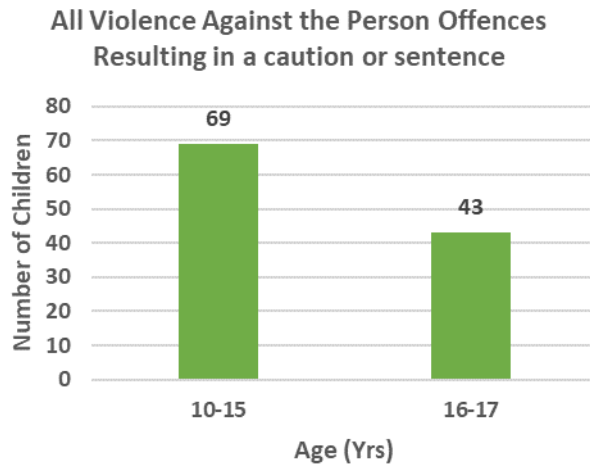
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KPI 9: serious violence

KPI9 - Serious Violence



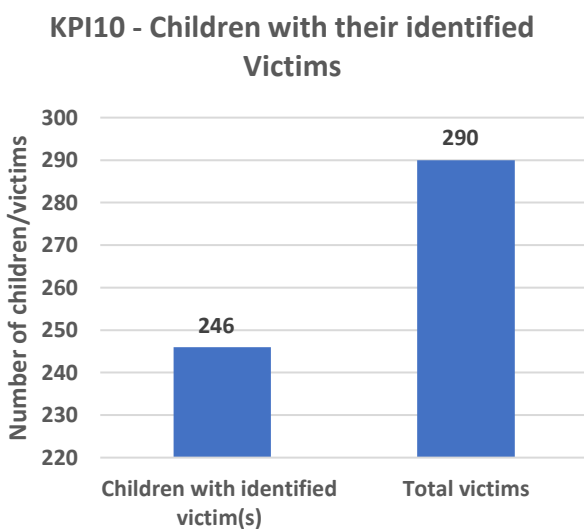
The graph illustrates offences in 2023/24 categorised as serious violence, defined by a gravity score of 5 or higher, which led to either a caution or a sentence. Within this category, 63% of these serious offences were committed by individuals aged 16 to 17, while 37% were by those aged 10 to 15. Notably, the most prevalent offence type was robbery, constituting 35% of all offences with a gravity score of 5 or above.



The graph depicts the breakdown of all violence against the person offences that led to either a caution or a sentence, irrespective of their gravity score. Unlike the previous graph, this one highlights a notable contrast, revealing that the predominant group involved in these offences were individuals aged 10 to 15, accounting for 62% of the total violence against the person offences. The reporting mechanisms were already in place re this KPI which extracts data from the case management system based on the ACPO gravity score matrix, providing a score based on seriousness and offence type.

KPI 10: victims

Victim contact for out of court disposals is initiated by our police colleagues and Surrey YJS specialist restorative practitioners will only make contact where the victim has consented for this to take place and are requiring a restorative approach or ongoing support. Where this is requested, we anticipate that we will be able to fulfil the victim's needs in a high majority of cases. However, we aim to increase the number of victims who consent to contact to ensure that we are reaching as many victims as possible. Our restorative practitioners will assist in ensuring this data is kept up to date to inform reporting requirements.



Graph 1 illustrates that of those youth justice interventions ending in 2023/24, 69% of the overall cohort of children had identified victims. Notably, there were 44 more victims than children with identified offences, suggesting instances where individuals were responsible for multiple victims. Graph 2 outlines Surrey's efforts in

victim engagement, with 19 individuals participating in restorative justice initiatives. It is worth noting that during Q1, there were no recorded instances of victims engaging with restorative justice, which could indicate the initial data recording challenges experienced during the early stages of implementing the new KPIs. It should be noted that we do not feel the KPI data is reflective of the wider work taking place in the context of victim support and restorative practice and would therefore refer to section 10 of the plan detailing priorities for further insight.

The new 'Youth Justice Oversight Framework' has helped to support assessment and evaluation of Youth justice system performance: oversight, assurance, and compliance.

Local Performance

The Youth Justice Management team receive weekly performance management data presented by our data and performance colleagues. A transition to tableau reporting aids a more comprehensive regional breakdown and visual overview. This enables oversight of timeliness of assessment completion and management supervision. A revised framework of accountability pertaining to performance, oversight, assurance, and compliance is under development and will be considered in line with the new Youth Justice Oversight Framework linked to the new KPI data. Annual compendium data also provides opportunity for annual analysis re trends and trajectory.

In addition to the above, data pertaining to HPAT completion rates is being reviewed quarterly to ensure unmet health needs, pathway planning and communication passports are consistently offered to children and progressed as required.

Key Performance Indicators Summary

- KPI 1 - Suitable Accommodation: 44% of children lived with their parents, but 31% had unknown accommodation status, highlighting data gaps. Approximately 57% of recorded accommodations were deemed suitable.
- KPI 2 - ETE: 44% of children were in full-time education, while 35% were in part-time education. Notably, 54% were in suitable ETE arrangements, with no unknown ETE status recorded after Q1.
- KPI 3 - SEND: 70% of children with youth justice interventions had or currently have an EHCP or SEN Support, with varying prevalence rates across ethnicities and genders.
- KPI 5 - Substance Misuse: Surrey aims to increase recording in this area to reflect the ongoing work.
- KPI 7 - Links to Wider Services: 76% of children engaged with Surrey Youth Justice Services had previously been allocated a social worker. 28% had an early intervention plan, and 20% were referred to early help services.
- KPI 9 - Serious Violence: Serious violence offences in 2023/24 were predominantly committed by individuals aged 16 to 17, with robbery being the most prevalent offence type.
- KPI 10 - Victims: 69% of children had identified victims. Surrey aims to increase recording in this area to reflect the ongoing restorative justice work.

10. Priorities

Children from groups which are over-represented.

As already highlighted in the plan, Surrey data indicates black dual heritage children are once again overrepresented in the CJS. It remains a primary objective for Surrey in 2024/25 is to progress the work undertaken by the disparity working group and develop a greater understanding of the layers of complexity contributing to over representation locally. Our training plan includes further investment in disproportionality training for our Youth Justice and colleagues across the partnership. The aim is to promote the collective recognition and input required to move towards change for many of the children who end up involved with the CJS. As cited in the YJB strategic plan ‘We want to see a youth justice system where children are not disadvantaged as a result of their ethnic background, learning ability, sexual orientation or other characteristics that might attract deliberately distinctive treatment’.

A mindful acknowledgement of clear principles pertaining to anti-racist practice, growing cultural competence, and creating space for challenge when concerns regarding discrimination arise at any stage of that child’s journey through the system is essential. Ensuring the voice of the children and families we support is heard, with lived experience recognised is crucial to enable a ‘work with’ as opposed to ‘do to’ process. A collaborative learning journey with the local Magistrates Court, our Education department, Police colleagues and other agencies working to support children in Surrey’s diverse communities is our endeavour, to ensure we are progressing on this journey together. Indeed, Surrey’s Child Centred Policing strategy outlines this shared priority whilst the established Disparity Working Group (DWG) convenes every 6 weeks and feeds into the wider Youth Justice Management Board (YJMB) and Police Criminal Justice Board as part of the governance structure, with direct representation from board members. Police and YJ data leads meet regularly to ensure all relevant data sets are available for perusal and inform areas of focus and action.

At the start of 2022, the Youth Justice Board (YJB) commissioned Traverse, an independent research organisation, to conduct a year-long research study into the drivers of ethnic disparity in reoffending rates in the youth justice system. One of the findings indicates ‘A very strong link between practitioners’ assigning a higher initial assessment of the risk of reoffending (YOGRS) and actual higher rates of reoffending’. We are curious in Surrey how this analysis applies locally. Similarly, findings of this research indicate ‘a strong link between either being in care or having been in care and higher rates of reoffending’. You will have observed data pertaining to children in the care system in section 9 above, but further demographic analysis is a future objective and will help demonstrate the Surrey picture in greater detail. The link to the full report can be found here [YJB EDRR QuantReport.pdf \(publishing.service.gov.uk\)](#).

The way in which ethnicity is recorded still requires a more detailed breakdown to get a true sense of Surrey’s diverse communities which are highlighted in the local context section of the plan. This will also enable a more informed response to the data and over representation of certain groups of children. As previously highlighted in the Lammy review ‘The absence of Gypsies, Roma and Travellers from official monitoring has meant, for example, it is impossible to analyse whether charging rates, sentencing decisions, or reoffending rates are proportionate for Gypsies, Roma, and Travellers’. YJ interventions from Apr 22-Mar23 indicate Surrey worked with 3 children identifying as Travellers of Irish Heritage and 2 Gypsy/Roma. This was from a total of 428 young people. Surrey is keen to gain a greater understanding of the data pertaining to our GRT community and are working closely with Equality and Diversity lead who also sits as a key member of the disparity working group and chair of the Surrey Gypsy Traveller Communities Forum.

Whilst Surrey have already implemented the non-admissions scheme in an attempt to address disproportionality in the CJS, this requires a process of evaluation to measure its effectiveness locally. It is anticipated the introduction of Outcome 22 as a deferred prosecution has had a positive impact, as it has in other regional areas; ‘Recommendation 10 from the 2017 Lammy review advised *‘the ‘deferred prosecution’ model pioneered in Operation Turning Point should be rolled out for both adult and youth offenders across England and Wales. The key aspect of the model is that it provides interventions before pleas are entered rather than after’*. As with the non-admissions scheme, a process of evaluation will be required to measure effectiveness. It is hoped the Police custody ‘opt out scheme’ meaning the default position is for children to ‘opt in’ for legal representation will also have a positive impact across Surrey’s three custody suites.

We are keen to ensure our workforce is reflective of the local demographic and representative of children subject to YJ intervention. As a result, we are in the process of reviewing our long-term cohort of Referral Order panel volunteers and taking action to ensure we diversify those involved in the process. Surrey's Minority Ethnic Forum and Surrey Gypsy Traveller Communities Forum have been consulted accordingly.

Youth Justice Data linking to SEND

Our current data indicates that we have a disproportionate number of children with EHCPs in the youth justice system compared with those in the Surrey school population. We have considered data with a breakdown of demographic data to inform next steps with education colleagues to develop a response in relation to this data.

Cohort: All interventions between May 2023 – April 2024.

There were 463 children who had interventions with the youth justice team during this period. Of that, 320 were closed as at 30/04/2024 whilst 143 remained open. Of the 463 cases, 454 could be matched to EHM.

Of the 454 matched records:

- 136 have never had an EHCP / SEN Support (30%)
- 318 have had or currently have an EHCP or SEN Support (70%). Of these:
- 130 have an active EHCP
- 68 have SEN Support
- 13 have former EHCP which has now ended
- 107 have former SEN Support which has now ended

Gender split of the matched cohort of 445 children is:

- 338 Male of who 104 (31%) have an EHCP
- 116 Female of who 26 (22%) have an EHCP

For context:

7.1% of Male pupils on EMS aged 12-17 have an EHCP

3.5% of Female pupils on EMS aged 12-17 have an EHCP

This suggests that those known to YJS are significantly more likely to have an EHCP.

Males open to YJS are 4 times more likely to have an EHCP than the Surrey 12-17 male school population.

Females open to YJS are 6 times more likely to have an EHCP than the Surrey 12-17 female school population.

Ethnicity Split of the matched cohort of 445 children is:

- 378 White of who 116 (31%) have an EHCP
- 38 Mixed or multiple ethnic groups of who 9 (24%) have an EHCP
- 18 Asian/Asian British of who 1 (6%) have an EHCP
- 14 Black / African / Caribbean / Black British of who 3 (21%) have an EHCP
- 4 other ethnic groups of who 1 (25%) have an EHCP
- 2 young people did not have ethnicity recorded

For context:

- 5.8% of White British pupils on EMS aged 12-17 have an EHCP

- 6.3% of Mixed or multiple ethnic group pupils on EMS aged 12-17 have an EHCP
 - 3% of Asian/Asian British pupils on EMS aged 12-17 have an EHCP
 - 4.6% of Black / African / Caribbean / Black British pupils on EMS aged 12-17 have an EHCP
 - 2.4% of Other ethnic group pupils on EMS aged 12-17 have an EHCP
- White British children open to YJS are 5 times more likely to have an EHCP than the Surrey 12-17 White British school Population.
 - Mixed or multiple ethnic group children open to YJS are 4 times more likely to have an EHCP than the Surrey 12-17 Mixed or multiple ethnic group school Population.
 - Asian/Asian British ethnic group children open to YJS are 2 times more likely to have an EHCP than the Surrey 12-17 Mixed or multiple ethnic group school Population.
 - Black / African / Caribbean / Black British children open to YJS are 5 times more likely to have an EHCP than the Surrey 12-17 Black / African / Caribbean / Black British school Population.
 - Other ethnic group children open to YJS are 10 times more likely to have an EHCP than the Surrey 12-17 Black / African / Caribbean / Black British school Population. This is based on one child.

Policing

Our close partnership approach to supporting children who come into contact with criminal justice system here in Surrey is amplified within the foreword, written by Police Superintendent Mel Golding and co-chair of the Surrey Youth Justice Board.

Prevention and Diversion

This section of the plan outlines how Surrey’s partnership model delivers early targeted prevention work with children and their families who may be displaying behaviours associated with offending, antisocial behaviour, or vulnerability. This helps to safeguard and promote positive outcomes to stop these children from entering the justice system.

Surrey YJS work in line with Surrey Safeguarding Children’s Partnership approach. The partnership strategy for ‘Helping Families Early’ sets out our vision, principles, and ambitions for working together so we can act as soon as problems emerge, share information, and provide effective, timely support to enable children and their families to overcome difficulties and become more resilient so that they can manage future life challenges independently. We promote a ‘Child First’ approach to decision making, and to safeguard and promote the welfare of all children as detailed in Working to Safeguard Children 2018 and the 2004 Children’s Act.

Surrey’s strong preventative and diversionary offer is a critical part of our endeavour to steer children away from the criminal justice system, aid the early identification of unmet need, respond, and support those same children to thrive. As per YJB’s strategic plan we aim to ‘...*promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.*’

Pre Court

Out of court disposals use a multi-agency framework to determine outcomes for children who come to the attention of the police for offending behaviour and to ensure that decision making is defensible, clearly evidenced and focused on desistance. However, the panel also considers the needs of children involved in repeat ASB or having received Community Resolution and therefore form part of our preventative offer, co-ordinating response

and signposting to support networks as required. This year has seen an increase in diversionary activities available for children Out of Court via the introduction of Outcome 22. Early data indicates this has led to a reduction in FTE's and is perhaps evidence that intervening early and steering children away from the Court and CJS is proving effective in Surrey.

Turnaround

Turnaround funding has been granted to Youth Justice Teams across England and Wales over three years, to support early intervention and improve outcomes for children on the cusp of entering the youth justice system. With this additional funding Surrey have been able to recruit two additional Case Prevention Officers into the Youth Offer structure and provide additional capacity within the Management team via a secondment post, allowing us to provide greater oversight. The Team Manager will take the lead on the diversion offer and support the wider YJS Partnership in reducing the number of children that become First Time Entrants as well as developing a specific programme of interventions for these children and supporting them to access the Youth Offer, Health, and Education. We are confident we will deliver to 66 children within the next 12-month period. Our partners in commissioning and data and performance are supporting quarterly reporting and process of evaluation. This creates a minimum of 1458 sessions per year which then equates to 5832 hours of face-to-face engagement for children who access support from the service.

Youth Offer

The Youth Offer is integral to the YJS prevention and diversion delivery models and integrated approach, through one-to-one support and variety of projects. These include carpentry, horticulture, land management, a bike project, hair and beauty, girls and young women's football, art, forest school, motorcycle trials and music production. Staff from multi-disciplinary backgrounds including youth and community workers, social workers and teachers support children to shape the content of the programmes they engage with from the outset, encouraging collaboration and developing intervention plans tailored to individual need. This helps enable 'buy in' and exploration of a range of risk factors associated with offending behaviour whilst building positive relationships and promoting pro social behaviours. Timely interventions in response to emerging needs across the counties YJ cohort is supported by the youth offer utilising skillsets to meet individual needs. The YJ ETE leads are situated in the weekly Youth Offer allocations meetings and maintain close links with short stay schools supporting parallel planning to aid reintegration and avoid children becoming 'NEET'.

Some of the programmes on offer have been devised specifically to support young females and reduce the risk of offending. This is in response to the data we have observed showing a spike in female entering the criminal justice system. Projects are subject to a process of evaluation to measure effectiveness which includes feedback from participants to ensure the voice of the child is factored into any future offer.

The Youth Offer Service will support vulnerable children and include children who are NEET, at risk of gangs, violence and exploitation, LGBT+ children, children who require emotional health and wellbeing support, children at risk of offending, children in need (CIN) children subject to child protect plans (CP) and children looked after by the local authority (CLA). It includes those young people considered to be high risk.

Daily Risk Briefings and the Engage Project

The 'YJS notifications process' has been introduced to enable Surrey's three police custody suites to inform YJS and Emergency Duty Team (EDT) of a child being detained in police custody. This process allows for early two-way communication to meet the child's immediate safeguarding needs and notifications feed directly into daily risk briefings (DRB). This multi-agency forum acts as the central point of information sharing, bringing together

colleagues within the Youth Justice Service (YJS), Surrey Police, Criminal Justice Liaison and Diversion Service (CJLDS), CAMHS, Engage Project lead and Children's Services Multi Agency Partnership (MAP) representative.

The 'Engage' diversion project also sits under the Youth Offer umbrella and provides a targeted youth work response to children and families at the point of arrest or soon after, as identified via DRB. An expansion of Engage has been discussed with the OPCC which would enable specialist Youth Workers to meet all children in Surrey's custody suites. The Engage 6 month custody pilot is complete and the resulting report is available. At time of writing Surrey's Youth Offer are providing Engage follow up by the existing DRB arrangement and endeavour to see children in custody as and when notified. This has helped enable Surrey to target a greater number of children, some of whom were previously known to services and deemed as exposed to or at risk of extra familial harm. The 'Child C serious case review' recommendations talked about 'reachable moments' in custody around safeguarding, so Surrey's response is aligned.

The pilot data has not provided conclusive evidence that take up of Youth Offer Projects and support has been significantly increased by offering children and parents a face-to-face introduction with a Youth Worker within the custody suite. However, this will remain subject to further evaluation and the Youth Workers were well received by Police and Liaison and Diversion (L&D) colleagues whilst the partnership has been strengthened significantly by working closely together. Engage workers have built relationships with L&D colleagues and entered a shared assessment process with the children they encounter. Confidence and competence has grown notably within Youth Workers to operate in the custody environment and communicate effectively with Police colleagues at the Bridge and Front Counter.

Our missing and exploitation leads contribute as DRB chairs alongside YJ and Youth Offer colleagues. However, their contribution to prevention and diversion is significant and achieved via advice, guidance, consultancy, and disruption plans in a range of settings pertaining to children at risk of or subject to exploitation and involvement with the CJS.

'Diversion from formal criminal justice processes can help to minimise stigmatisation or labelling effects. Crucially, diversion requires other substantive services to be available locally, with a range of options in place to address unmet needs and welfare concerns and promote social inclusion'. [Child First \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/child-first/)

Channel Panel

'PREVENT' does not aim to criminalise people and instead to seeks to stop individuals from going to the extreme of committing or encouraging violent activity. To support vulnerable people from being radicalised, Surrey uses the national 'Channel' process. It is a statutory duty under the counter terrorism and security act 2015 to have Channel and has been developed to provide early intervention to people at risk of being drawn towards terrorism in all its forms. It works in a pre-criminal space as a multi-agency process that relies on close collaboration between Police, Surrey County Council, and other key stakeholders. Channel provides an appropriate support package tailored to an individual's needs. It's a voluntary, confidential, early intervention programme supporting children and adult who have been identified as vulnerable to radicalisation and extremism at an early stage, to prevent them from being drawn into terrorism.

NHSE Vanguard

Another example of our prevention offer is the Building Belonging Programme (BBP) which is part of the NHS England Health & Justice Vanguard pilot programme. BBP is being piloted in Elmbridge and comprises 7 organisations (Local authority children's services, Mindworks, voluntary and community sector) working as one multi-disciplinary team to support children who are involved in or exposed to antisocial and/or criminal behaviour. It offers a whole family, trauma informed approach to support young people (aged 10-18 years), siblings and

parents through one to one and group support with the aim of preventing entry into the criminal justice system. BBP works closely with schools, police, other children's services teams and community organisations and where appropriate the team works collaboratively with these services to add value and complement existing support offers. BBP offers trauma informed consultations to practitioners, to other organisations and services to support them in their work with young people, particularly those at risk of involvement in the criminal justice system. BBP also offers learning opportunities to practitioners in other services to support their development in supporting young people including training to deliver interventions in schools and the community.

Education

The vast majority of the children that we work with within Surrey Youth Justice Service are post 16 and the main aims are to ensure children's ETE needs are met, to achieve this there are two full time ETE leads working across the county. There is a clear process enabling consultation with partners in SEND (Additional Needs), Inclusion, Access to Education (A2E), Surrey Virtual School for looked after children, Elective Home Education (EHE), Schools, Specialist Provisions, Short Stay Schools (PRUS), Post 16 providers and Year 11/12 Transition Team. ETE leads act as advocates for children and their parents/carers, supporting their relationships with education partners and allowing them the opportunity to feel part of both assessments and decisions about placements.

Children are supported to help understand better their additional (SEND) needs and to have a voice in the decisions that are made about their education. YJS interventions focus on helping children re-engage with learning. The Youth Offer projects which offer practical skills are regularly accessed to complement this. This is a bespoke offer which ensures it is accessible to all children open to YJS, particularly those with additional needs. In recognition of the high levels of children in the criminal justice system who have additional needs, Surrey YJS has established a dedicated team of health specialists (including Speech and Language) to support assessment and intervention for all children. This aligns with the child first approach of working with each child holistically.

In addition, the ETE Leads have provided support and resources for YJS practitioners to help them advocate for children from an education perspective. This has included developing a resource to support children to contribute towards their own 'one page profile' in the EHCP. There is a bespoke training offer with sessions on youth justice, speech, language and communication needs, physical health, and children at risk of exploitation delivered to a wide range of education partners to increase their knowledge around these different areas of practice. Advances have been made in data collation because of partnership links although currently Surrey use different case management systems to record data which is presenting a degree of challenge when extracting certain information pertaining to the new KPI.

Surrey YJS has established referral pathways to the Area Case Review Action Group and Children Missing Education meetings, enabling a monthly platform to discuss children of concern in a multi-agency forum where senior managers can influence decision making and next steps for children in a timely manner. This is complemented by having designated senior SEND case officers and inclusion managers in each quadrant with whom the YJS ETE leads meet and discuss children who are not accessing their full entitlement.

Surrey YJS are core members of the Alternative Provision (AP) strategic and Surrey Alternative Learning Provision (SALP) board which provide governance to services supporting children who have been excluded from education settings whilst the Assistant Director for Inclusion and Additional Needs is a Surrey YJB board member. As per the DFE guidance 'working together to improve school attendance' requires a multi-agency response to support children back into school and identifying key links within the child's network to act as a focal point is seen as best practice.

Where a child is in custody there is a clear process that ensures that secure estate is made aware of SEND needs swiftly to inform support plans for children, with roles and responsibilities clearly outlined. This is continuously monitored during custody and forms an integral part of the resettlement process.

Surrey YJS are embarking on a piece of work exploring the correlation between exclusion/absence (Emotional, Behaviour School non-attendance: EBSNA) and children experiencing exploitation. Due to the recent restructure within Adolescent Services within Surrey, the creation of a Central Hub will occur and one of its key functions is to further develop the use of the mapping software which looks at the identifying the patterns of exclusion and how these could be minimised.

Restorative approaches and victims

Restorative Justice is defined as a process that brings those harmed by crime, and those responsible for the harm, into communication. It enables everyone affected by a particular incident to play a part in repairing the harm which can be valuable in finding a positive way forward. An offer of a restorative intervention is made by the YJS Specialist Restorative Practitioners to all victims of youth crime after consent to contact has been granted by the Victim in their liaisons with Surrey Police. Prior to a decision to divert via an out OOCD attempts are made to seek the victims' thoughts and feelings, and these are tabled for consideration at the Joint Decision-Making Panel (JDMP) hearing the case. Victims of cases going to Court are contacted following sentencing and prior to planning for statutory court orders to explore a restorative approach.

Restorative communications may include both direct and indirect work, for example: face-to-face meeting between the child and victim, letter of explanation, recorded interviews or videos, shuttle mediation or specific victim awareness work based on a victim impact statement. Our role enables us to work with both victims and the child who has committed the offence, hearing both sides and working towards reparation. Restorative Justice is voluntary for all parties, and it must be agreed by all involved, including facilitators, that it is safe and appropriate to proceed. The consistency in our approach ensures we fulfil the YJS requirements set out in the Victims' Code of Practice to protect the rights of victims, alongside our Surrey Police Colleagues.

It has been identified that children make up a significant number of victims of youth crime. As a result, we have been successful in securing a grant from Surrey's Office of the Police & Crime Commissioner to develop a new project called the Side by Side (SBS) programme for victims under the age of 18. This went 'live' in January 2024. To reduce the risk of child victims going on to offend, the SBS programme aims to form supportive relationships with child victims of youth crime and their families, where the child who has offended against them is open for intervention with Surrey YJS. These child victims are already offered restorative justice but are now also able to access the holistic support they often require in addition. The SBS programme gives them the opportunity to work through their trauma, providing a holistic, dynamic service linking all agencies and ensuring the child victim and their family feel heard and at the centre of the work. The programme provides bespoke outreach sessions in safe spaces for child victims to encourage engagement and positive outcomes. In order for child victims to move forward they may need intensive input to build confidence and trust especially when transferring to the appropriate agency. Where required SBS provides effective transition support for access to signposted universal and targeted services to include Early Help, mental health and SEN support. Given that the programme is in its infancy, we are not in a position to report fully on the outcomes yet but we are ensuring that we are measuring the level of need at the start of the intervention in order to then measure this at the end so that we can understand & report on the impact. We have also developed an evaluation tool to share with families at the end of the support. Recent feedback from a parent to the SBS practitioner is as follows: 'You are like an angel to me and V. We looked and searched for support and there was none, and then you came to us. Thank you so much.'

We are committed to developing robust safety plans to reduce the risk of revictimization and further harm being caused. The YJ High Risk and Vulnerability Panel (HRVP) provides a multi-agency framework for oversight. In summary, we ensure that the safety of the victim/s and public protection concerns are taken into consideration when determining the most appropriate outcome to manage the child's risk to others. We also attend to the needs of victims of crime and deliver the best possible prospects for user-led restorative justice which secures the meaningful participation of all involved to address the needs of both victims and children involved in offending behaviour.

Next steps include:

- Increased collaboration in considering victims' needs and factoring this into developing pathways for restorative interventions, both indirect and direct
- Continue to develop the existing victim safety planning process to ensure collaborative input from practitioners and regular review
- Measure victim satisfaction rates and provide data sets to track effectiveness of support on offer
- Measure the impact of the Side-by-Side Programme

Serious violence, exploitation and contextual safeguarding

The Youth Justice Service in Surrey continues to drive its commitment to tackling missing children, youth violence, and exploitation. We continue to work with our partners to ensure that our focus is on all forms of exploitation and Modern Slavery including trafficked children and county lines, labour exploitation and domestic servitude.

Alongside the new and focussed team leading the way with exploitation risk. Surrey has redesigned the processes surrounding missing children. There will now be a dedicated team to support children who go missing, reaching out to carers and parents, completing return home interviews, and offering a safe space for children to talk about their situation. This team will create a continuity and a corporate knowledge around risk and resilience.

Surrey's Central YJ Team is committed to working in partnership to understand where serious violence involves children and taking action to prevent and reduce the risk factors that might result in a child becoming a victim or involved in violence.

The Serious Violence Duty (SVD) came into force on the 31 January 2023 across England and Wales. The purpose of the SVD is to ensure that relevant agencies work together to share data, intelligence and knowledge to understand and address the root causes of serious violence, and target interventions to prevent and stop violence altogether. The Duty names Youth Offending Teams as a specified authority and therefore there is a requirement on the YJ Team to collaborate and plan to prevent violence.

Surrey have adopted the governments recommended 5C approach, working in **collaboration**, with the aim to **co-produce** strategies and interventions, in **cooperation** with data and intelligence, that offers a **county-narrative** with trusted and credible alternatives all supported and with a **community consensus**.

The YJ Central Team have supported the development of a needs assessment and strategy to deliver this work in Surrey. They have also supported the establishment of a clear governance structure and the establishment of the Surrey Serious Violence Reduction Partnership (SSVRP) who's ambition is - *To lead and co-ordinate the local response to preventing and reducing Serious Violence through a public health approach.*

Surrey's first Serious Violence Needs Assessment and Reduction Strategy was agreed in January 2024, the former using data and insight from the YJ Team. The Strategy has four priorities; Leadership, Evidence, Connections and Focus (with a particular focus on knife crime, public place based violence (linked to the night time economy) and serious violence involving children. Delivery plans have been developed to capture what each agency is doing to reduce and prevent violence and a commissioning workshop took place to map Surrey's interventions and the gaps in our response.

There is a Serious Violence Duty grant that is being allocated to projects that link to the strategy and the YJ Team are currently looking at opportunities to maximise this funding. In 2023/24 the funding was used to support the Engage scheme, which offered a targeted response to children in custody.

The needs assessment and subsequent data from Surrey Police has evidenced that knife crime in Surrey remains low in volume, with Surrey being the 3rd safest force area in the country for crime incidents using a bladed article, this is supported by our local hospital acute data that also shows Surrey as ranking 3rd for admissions into an acute setting for an injury caused by a bladed article. Where there is a crime the police data also tells us that

where we have incidences of knife crime our offender and victim cohort is mostly male aged 10 to 17. There is some issues of reliability within this data collection and Surrey Police are currently looking at the crime data to get a more accurate picture of the type of incidents recorded the victims and perpetrators and locations.

However, the SSVRP understand that there is a very different view of knife crime and the perception. Intelligence and feedback from professionals and some children suggests a different situation, where our children are worried about knife crime. The partnership recognises that there is a link between children experiencing a heightened fear around knife crime and violence and a feeling that they need to carry a knife for their own safety. Therefore, the SSVRP have commissioned a PSHE lead and Surrey Healthy Schools to deliver a piece of work that asked children in Surrey about their feelings of safety. This piece has been designed in a trauma informed way, aiming to understand broadly what children think, not just linked to knife crime. Results are expected in the summer. The SSVRP are also exploring with education leads in Surrey's PRUs and Higher Education settings a series of focus groups and an education campaign lead by the children for professionals.

Detention in police custody

Surrey's Bail and Remand Policy outlines process of consultation and liaison via the Daily Risk Briefings (DRB) to help inform bail and remand decisions at the earliest opportunities. DRB serves as the 'lynchpin' that acts to keep all those working with children who have come into Police custody informed and updated. As outlined in the prevention and diversion section above, this also enables a suitability assessment for early intervention via the Engage project.

We continue to work hard and maintain strong partnership links with our Police colleagues so that notifications for children in custody are coming through on a consistent basis. The joint accommodation protocol is in place and our colleagues in Emergency Duty Team and custody suites are effective enabling discussion re children who should be released under PACE guidelines. YJS will also be checking the detention certificates to ensure that they are appropriate as per the guidelines. Lines of communication with the Appropriate Adult scheme and Liaison and Diversion service are also well established and embedded in the assessment process pertaining to early identification of unmet need.

The SAAVS (Surrey Appropriate Adult Voluntary Service) is commissioned by Surrey County Council providing support to children as required. The AA's service has become streamlined with the YJS direction that children should have legal representation in every instance. More recently we have seen a slight increase in the use of the SAAVS service and Police data indicates this is due to a range of issues including parents being victims/witnesses/childcare issues, children out of force meaning longer travelling distance, more groups of children coming into custody and not giving Parents Details.

The quarterly bail figures for the last 12 months are outlined below with the majority of these requests occurring during the week:

Total

- 36/251 weekday bails
- 6/59 occasional courts
- 42/310 combined
- An average of 1 every 10 days (including Saturdays and Bank Holidays)

Surrey Police have been taking part in a Pilot to reduce the amount of time children spend detained in custody with the aim to divert them away from custody at an earlier stage, or if custody time is absolutely necessary to reduce the impact that time may have on the child.

Surrey will adopt the following mnemonic:

C – Change presumption of legal representation (unless the child opts out in the presence of an appropriate adult, the expectation will be that a solicitor is called for them without delay)

H – Have a conversation with the parent/guardian/appropriate adult to better inform the Officers care plan.

I – Inform local authority – As per normal EDT form emailed to them. Early consideration for enhanced communication in the event of a suspected remand.

L – Limit the PACE clock to 12 hours – All low level or non-complex investigations will be expected to be completed within 12 hours. Inspectors will be able to authorise exceeding this time up to the 24 hour point however this should be considered the exception.

D – Direct Investigation without delay – There will be an expectation for custody officers to ask intrusive questions on anticipated outcomes, how much evidence is outstanding, what is required to put in an interview and when that interview is likely. Obviously the list here isn't exhaustive but we should be pushing these through where appropriate to limit the impact on the children in custody.

The aim of this pilot is to try and minimise the amount of time spent in custody, reduce childhood trauma and divert children towards the Youth Justice Service for to our Youth offending teams for educating not prosecuting.

In addition to the above Surrey are developing an edge of care service in the new adolescent service which sits in the Central hub and will work closely with the area teams, Youth Justice, Youth Offer and EDT to ensure wrap around support.

Remands

Surrey YJS are effectively utilising the Police, Crime, Sentencing and Courts ACT 2022 which introduced a significantly higher threshold for remand. This has been welcomed by the local Magistrates Court and they have responded well to guidance and recommendation from Surrey YJ Court team. The data for the last 2 years shows us Surrey have had low numbers of children remanded into custody over this period and this has been for the most serious of offences, the same applies to remand to local authority accommodation.

With an embedded culture of collaboration, we endeavour to communicate swiftly and effectively with other YJS's when 'out of area' children appear in Surrey's Court. Positive feedback from other Local Authorities demonstrates this is recognised and helping to support desired outcomes when considering the bail and remand of children on their behalf.

Use of custody

We have recently updated our PSR policy in light of the revised YJB case management guidance and Child First approach. This has enabled us to support Magistrates to understand the lived experience of the child and layers of complexity that leads to offending behaviour. This has enabled the YJS and Court to support PSR recommendation proposing a more bespoke and robust alternative to ISS, to support children with complex needs whilst managing risk in the community. Feedback indicates this has been received well by Magistrates, Crown Court Judges and Practitioners alike. PSR training has been provided for all relevant staff across the TYS Service areas and will continue to be offered as part of our long-term development plan.

Custody is always last resort for children entering the criminal justice system and a desire to keep children away from the secure estate and rehabilitated in the community is a vision shared by Surrey YJS and our local Court. This is reflected in the custody data which has already been covered in section 9 under Performance. Further detail is contained under section 11 'Standards for children in the justice system' below.

***See section 11 below for further detail.**

Constructive resettlement

We updated our local Resettlement Policy in line with the revised YJB case management guidance for youth justice services to ensure we have continued to strengthen our process in assisting children at the point of resettlement. Working with our partners in children's service and/or Probation to ensure suitable accommodation is identified at the earliest opportunity to support a robust resettlement plan is a priority. However, limited resource means this has proven problematic over the past year and developing a shared understanding and timely response is an area for development moving forward. Surrey YJS are working closely with children's social care to consider more co-ordinated planning around this area.

In order to support children who turn 18 whilst in custody, we are in the process of developing our transition protocol with the Probation Service. This planning process will occur in partnership with Probation via 'transition panels', so that everyone involved with the child is able to feed into the transition and ensure complex needs are managed and sustained beyond their 18th birthday. Surrey YJS are also keen to retain case management responsibility where appropriate, even beyond the young person's 18th birthday to ensure continuity and a level of support aligned with the Child First approach. As we know, functioning age can often be below a child's chronological and developmentally children having spent time in the secure estate are often unequipped to deal with the demands and cultural shift the adult Probation service brings upon their release from custody. Complex SEN, trauma, and ACE's only service to compound this challenge.

With the implementation of the HMPPS 18+ Transitions Model from March 2024, we have updated our policy and made sure that all YJ practitioners with children either on remand or due to be sentenced to custody are aware of these changes and this is a factor within our planning and for the children we are working with within the secure estate.

11

Working with Families

The Intensive Family Support Service is a new countywide service that expands the early help offer in Surrey. It enables families with interconnected needs to receive intensive support in their homes and communities. Our ambition is to support more families early, to avoid unnecessary escalation into statutory services, and to empower more families to remain together and thrive.

In 2023, the Joint Targeted Area Inspection (JTAI) noted that not enough children and families were receiving timely support in Surrey, and more could be done to develop a cohesive system of early help across the partnership.

In 2023 it was also noted by DLUHC that Surrey did not have the capacity in the current early help system to support the required number of families. This was following new stretch targets introduced for 2023 – 2025. They increased the annual target of families supported (and associated funding) for numbers of families supported, whilst also increasing the identified areas of support from six domains to ten. The full Supporting Families Outcomes Framework is available on the [Gov Website](#) for further reference.

11. Standards for children in the justice system

An in-depth National Standards self-assessment was completed by Surrey YJS in 2020 reflecting the expectations of the YJB in the 'Standards for children in the youth justice system 2019' guidance. Subsequently the Central YJS team facilitated a presentation and training to the wider YJS in 2021 to provide an in-depth overview of the 5 standards, how each are applied in practice and the YJS accountability pertaining to each. This training was not

delivered in isolation and still forms part of the induction for new staff coming into the service in 2024. Over the past few years significant progress has been made in a number of areas, not least Standard 4: in secure settings & Standard 5: on transition and resettlement.

During 2023 Youth Justice Services were required to report against Standard 2: Work in Court. The assessment was undertaken in 3 parts looking at the following areas:

- Section A: Strategies
- Section B: Reports
- Section C: Process

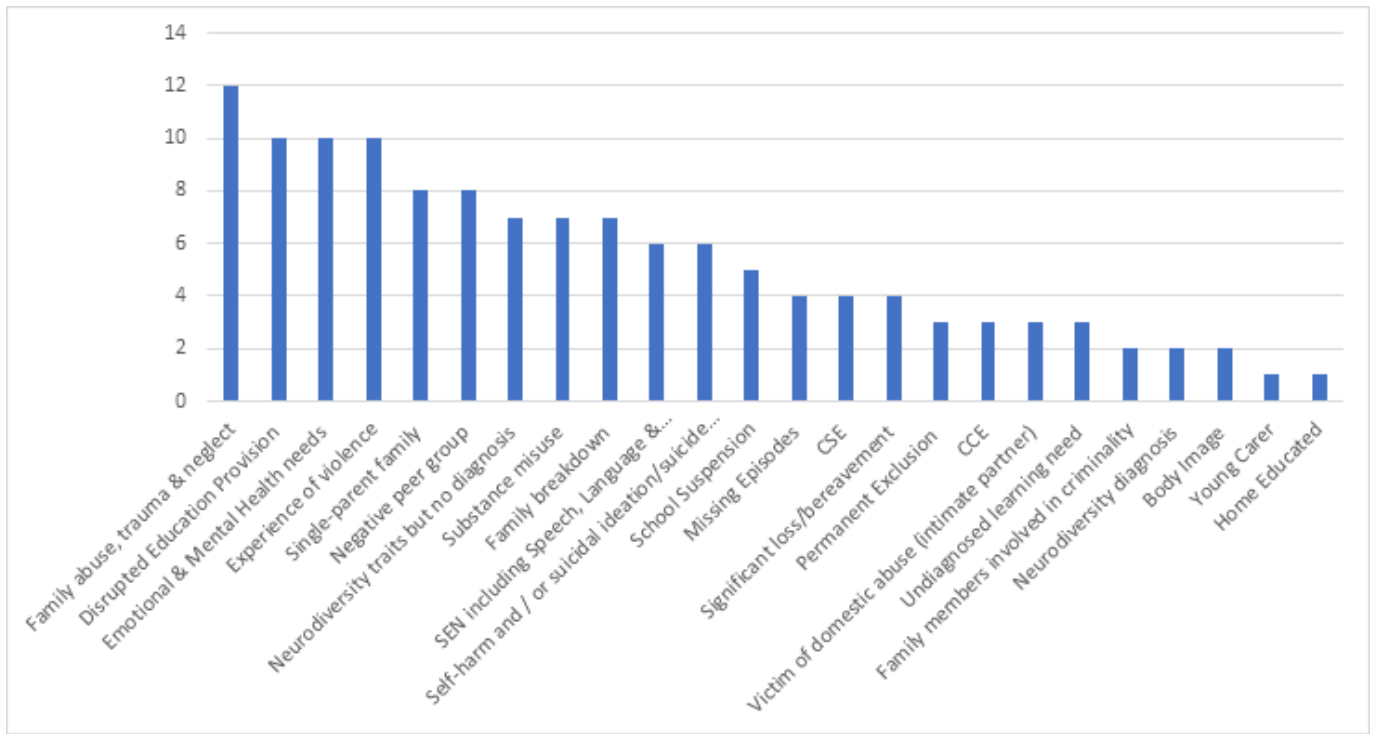
When analysing the strategic oversight of the work undertaken in Court in Section A, this saw all but one section score either outstanding or good. An area for development here was to systemically capture the voice of children regarding their experience of coming through the Court process. As a result, we have been worked hard to ensure we achieve this via our revised 'service user voice' process outlined elsewhere in this document.

The findings for Section B looked specifically at the quality of the reports provided to Courts dealing with children, it was assessed that the quality of these reports was of an outstanding standard, with the content child focused and supporting desistance. Reports included both the views of the child and strong engagement with parents and carers and there were also some excellent examples where the attitudes of the child to the victim were explored, along with the voice of the victim being present within the reports helping to explore the potential for restorative approaches. Area for development included the inclusion of the victim impact assessment with evidence suggesting that just over 50% of the cases sampled gave specific reference to the impact of the victims. Feedback highlighted some of the challenges faced which included not having access to victim impact statements and dialogue in every instance. In addition, whilst evidence of speaking with parents and carers was present there is still room for improvement around making sure we are reflecting the voice of corporate parents.

The findings in Section C looked specifically at processes of Court and making sure that children and their families understand and can engage with them appropriately. 85% of cases audited it was demonstrated that we take sufficient steps to ensure children fully understand the outcome of Court although the key learning from this section of the self-assessment was the need for our Court & Bail staff to record these interactions with children and parents more robustly on the YJ case management system.

Surrey YJS have undertaken two thematic audits during 2023. The first of these was an audit looking at the experiences of girls within the criminal justice system, this was promoted due to a noticeable increase in the number of females entering the youth justice service. The second a joint thematic audit exploring the experiences of children with care experience, undertaken between Surrey YJS and Surrey CLA service.

The girls audit was completed in two stages involving perusal of the case records and secondly speaking with the child directly to get their feedback and insight into their lived experience of the criminal justice system. All but one of the females had at least 1 assault that led to their involvement with the YJS with at least two of these assaults were on emergency workers. Of the children audited 2/3 of them had identified SEN. When looking at whether the assessment considered gender as a protected characteristic, several of the girls had this identified but it has led us to consider further how we approach this in the context of our work moving forward. All children had at least one or multiple complexities with domestic abuse present in the majority of cases, the graph below shows the prevalence of these factors.



When considering whether the health needs were met of the child, it was clear the HPAT had been used consistently to screen any concerns, referrals to Catch-22 were also utilised along with work by the YJ nurse around, healthy relationships, STI's, pregnancy, contraception & sexual harm. Other areas considered were level of social care involvement and whether or not exploitation had been present with the girls audited. The findings demonstrated significant levels of social care involvement but exploitation did not appear to be a theme, albeit two of the children had been considered in Surrey's risk management meeting on that basis.

The children themselves cited lack of access to activities in their local community in part due to transportation issues, impact of the pandemic, social isolation, their own lived experience as a child and arguments with peers as issues contributing their involvement with the CJS. The children reported feeling well supported by the Youth Justice Service. Recommendations have been factored into the service development plan for 2024/25.

The collaborative Child Looked After audit concluded that all children had experienced some form of trauma in their childhood, for most this involved domestic abuse. There were also experiences of parental mental ill health and alcohol/drug abuse. For many, they had experienced multiple placements (6 for 1 child), and history of time spent on a child protection plan. This led to them having additional vulnerabilities due to the trauma they had experienced and were easily influenced by peers or risk of being exploited. Their needs were largely well understood, regardless of whether they were currently well engaged with services. There was evidence of good quality joint working between CLA social workers and YOS/TYS. This included attending supervision, clear communication recorded between the teams and attendance of TYS workers at the child looked after review. Areas for development included, in some instances, the need for better quality assessment across all service areas involved. Despite evidence of good working together, this did not appear to translate into the co-production of planning for all children.

The quality of support within care placements was variable and assault on staff was identified as a theme. The majority of children had either a neurodiversity diagnosis or identified traits. Auditors in the youth justice service were confident that the health offer was set out, but this did not always translate into the young person engaging well. When young people are placed out of Surrey, the health offer is further complicated and might need more support to make sure that they are not missed due to their location.

Recommendations on both audits have been factored into the service development plan for 2024/25.

12. Workforce development

Given the integrated approach to our service and the range of practitioners who case manage youth justice outcomes in Surrey, we ensure that our YJ Skills and Training Plan provides a detailed overview of the learning and development opportunities required for each level of youth justice practice. This includes a combination of videos, classroom learning, shadowing, management supervision and practice opportunities. New staff have a sequenced approach to their development, initially focusing on early help practice and then building on their knowledge and experience to deliver youth justice interventions. Peer mentoring and shadowing by more experienced staff is widely promoted alongside more formal training.

The central youth justice team have oversight of the learning and development for youth justice and a member of the management team will meet with new staff as part of their induction and provide guidance around what training opportunities they need to prioritise. The integrated model ensures that staff across the service have access to the Surrey Children's Services Academy which provides a wide range of opportunities for development in areas such as contextual safeguarding, motivational interviewing, special educational needs, trauma-informed practice, and restorative approaches. This enables staff to have core skills and knowledge in these areas alongside embedding more youth justice specific training.

In addition, there is a monthly service wide meeting for all youth justice staff where there is an opportunity for presentations to enhance practice and develop an understanding of wider services. Over the past two years there have been presentations in relation to speech and language, ETE processes and practice, family group conferencing, victim practice and user voice. The themes of the meetings are agreed by the central YJS team in consultation with the wider service and from looking at data trends in order to identify need.

An example is the consideration of data that indicates over 60% of children assessed in the youth justice service require a communication passport due to their speech, language and communication needs (SLCNs). Whilst training had already been completed with staff around the identification of these needs, it was recognised that staff would benefit from more practical strategies for their direct work/communication with children and some greater understanding around how they could apply the communication passport in practice.

In response to this feedback from practitioners, the seconded Speech and Language therapists (SLT's) developed a workshop with ideas and approaches for practitioners to use in sessions and gave examples of how these could be applied. In addition, the SLTs were regularly identifying that emotional regulation was an area of difficulty for the children we work with, and practitioners identified that this was an area with limited resources in terms of being adapted for children with additional needs or SLCNs. Therefore, the SLTs developed an emotional literacy pack and worked with a small group of practitioners to trial and adapt the resources with some of the children they were working with. This was then followed up with a presentation to all staff around how to deliver the variety of exercises to children.

Given the findings and recommendations from the 2022 HMIP inspection outcome, we have been focusing on the development of our risk assessment and management practices. We have worked in partnership with our FCAMHS colleagues to roll out case formulation training across the service for all practitioners and managers in order to further develop their understanding and assessment of risk for children using the risk formulation model and providing assessors with a flexible, systemic framework. This has provided an additional tool to enhance their thinking around holistic risk assessments for the children we work with. Alongside this we have been reviewing our oversight of risk management by enhancing the High Risk and Vulnerability Panel and developing a workshop to support contingency planning and refresh skills around risk assessment. This whole day face to face training has been delivered during the early part of 2024. This was led by our YJ post-court team manager who has extensive experience in risk management, including the chairing of MAPPA meetings. Now the training is complete, we will be considering progress of risk assessments and risk management plans within Asset+ and our OOC via our audit cycle.

The increase in concerns around serious youth violence nationally has led to close monitoring in Surrey. In recognition of the risk associated with knife crime and associated offending, Surrey YJS has taken the decision to adopt a county-wide knife crime prevention programme 'behind the blade'. The resources can be used for both pre and post Court intervention plans. A number of practitioners across the YJS have completed the training over the past 12 months to inform the plans and interventions put in place to address.

Disproportionality training has been a priority for all YJ staff involved in Surrey's youth justice case work to address this on-going challenge and concerning data trends already highlighted throughout this plan. We have invested heavily in the Liminality Group, an external training provider endorsed by the YJB. This has enabled the development of a robust action plan devised within the multi-agency Disparity Working Group (DWG) and our own in-house resource for continued learning and development as a culturally competent service invested in anti-racist practice principles. Gypsy, Roma, and Traveller (GRT) cultural awareness training has also been developed as part of an in house offer via Surrey's Equality and Diversity lead, with an e-learning offer in place and GRT Inclusion conference scheduled for September 2024.

We are connected with wider national learning and development opportunities, which includes connecting with other YJS's via forums in particular specialisms such as ETE and restorative practice. Our shared whole service communication channels allow for any national training opportunities to be readily shared and promoted. National or regional updates are also shared as part of YJ Service meetings. There has been a commitment in Surrey for 4-6 practitioners per year to undertake the Youth Justice Effective Practice Certificate, which provides further opportunities for development and progression.

Our skills audit cycle will be revisited in light of the re-structure and our Learning and Development plan for 2024/25 reviewed. Surrey YJS vision remains aligned with the YJB's strategic approach to 'promote sector-led practice development and strengthen ways to disseminate what is known about working with children across the youth justice sector and beyond'. The YJB 2023-2025 Workforce Development Strategy for the Youth Justice system also feeds into our planning process.

13. Evidence based practice, innovation and evaluation



Improving outcomes for children and young people using:



We are committed to using strength-based models of practice and raising the awareness of adverse childhood experiences (ACE's) and the devastating impact they have on children fulfilling their future potential. We use trauma informed practice and restorative approaches to build stronger, positive relationships which encourages desistance. The local authority has invested in a comprehensive restorative practice training package which all youth justice practitioners undertake as part of their induction. In addition, this year, Surrey mental health services have facilitated multi-agency trauma-informed practice events, which have not only increased the understanding of the values and principles of this approach, but provided practical examples and tools to ensure that practitioners can apply this in practice. Five Surrey youth justice staff completed the Trauma Informed Effective Practice

Award previously and have presented to the wider service meeting and continue to share relevant resources to support their colleagues in this area.

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It is important to recognise the cross-cutting nature of mental health and well-being and its intrinsic link to all areas of vulnerability....In partnership with public health Surrey, NHS organisations, local authorities and all relevant partner agencies Surrey Police have a responsibility to work together as a system to support children and young people to have the best start in life at home, in education, with friends and in their community. A fundamental element of having this best start is their emotional wellbeing and mental health. The Surrey Healthy Schools approach aims to join up our culture and practice through strengths based and trauma-informed practice working closely with Surrey Police Youth Engagement Officers. (Superintendent Mel Golding: Child Centred Policing)

In recognition that forming trusting relationships is at the heart of both of these approaches, relationship-building is often one of the first objectives to be included in our intervention plans. It is not an assumed task but at the heart of our work with all children. By getting alongside and working 'with' children and their families, we encourage them to take responsibility for their plan and identify what they think they need support with and how this can be achieved. We promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance from offending and problematic behaviours. Non-compliance is considered within the context of the child's experiences of trauma and additional needs – practitioners reflect with the professional network and the child/family about the ways in which interventions and approaches can be adapted to engage the child more effectively.

We also use restorative approaches to support children to take responsibility and make amends for their actions. We recognise that many of the children we work with have also been harmed by others and that acknowledging their own experiences of being a victim will provide an opportunity for them to move forward.

Surrey Police are seeking support to design a bespoke educational intervention as a suitable alternative for children and young people being charged to court for use of e-scooters and mini motos on roads. Working with Roads Policing Unit, Youth Justice Services, Road Safety partners, NPCC lead and PCC Road Safety lead to seek funding to design a bespoke programme for 5 pilot forces as a proof of concept.

Motivational Interviewing (MI) is an evidence-based approach to changing behaviours, focusing on exploring and resolving ambivalence and centres on motivational processes within the individual that facilitate change. There is a rolling training offer to all staff in children's services.

Child exploitation (CE) workshops have just gone live and are open to the children's partnership. Surrey Police in partnership with YJ Missing and Exploitation lead have agreed to support the delivery of the workshops in addition to Surrey's training Academy. This offer's a Surrey perspective of CE and safeguarding responses as part of a wider external training offer commissioned by the Academy.

Under our 'mapping and intelligence' umbrella we are developing data sets that will enable us to identify those children that have either committed offences or been a victim of an offence and understand wider information about them. This will help us in our targeting of resources to prevent further offences being committed or preventing them in the first place. The tool will also enable us to identify local hot spots where we can then work with our local community partners to either increase the safety of children in those areas by designing out crime or by providing more resources for children to access. It will also help us identify those children who have committed offences and have also been excluded from school or those who have an EHCP.

The Youth Offer work to deliver the Skill Mill, an award-winning programme of 6 months paid work for young people over the age of 16 who have direct experience of the criminal justice system, and where it has been identified that paid employment would be a protective factor. Access to this valuable opportunity is via a supported interview with 4 places available every 6 months. The data indicates this serves as a protective factor and contributes to a reduced risk of recidivism.

Professionally qualified Youth and Community Workers Commissioned by Surrey and Border Partnerships to sit within the CYP Havens have since been repositioned within the Youth Offer to develop new service provision through an active research approach and methodology. This involves a drop in, and wellbeing service and the delivery model is alongside colleagues from the voluntary sector (Learning Space) and SCC user voice participation team. There are crisis support lines in operation to support children with presenting mental health needs whilst The Forest School accepts appropriate referrals for the support of vulnerable children with mental health and emotional need including those in tier 4 services.

In partnership with our FCAMHS colleagues, staff have been supported in developing their risk analysis skills via case formulation training. This has been undertaken by all staff undertaking YJ casework including our out of court disposals. The training has looked at both the theory of risk and the 5Ps case formulation model whilst including a 'live' case formulation giving practitioners an opportunity to put their learning into practice. FCAMHS deliver bi-monthly risk clinics which provide an additional opportunity for YJ practitioners and managers to further reinforce their learning and development around risk assessment using tools such as 'The Structured Assessment of Violence Risk in Youth' (SAVRY).

In collaboration with our court colleagues, Surrey have updated the format of our Pre-sentence Report (PSR) templates to ensure that the assessment of the child is at the forefront. This seeks to ensure a holistic view and understanding of the child's journey and lived experience prior to considering their offending behaviour.

The relationship between the YJS and the Courts continues to go from strength to strength. There is a quarterly meeting between the chair of the youth bench, lead legal advisor, YJS manager and court co-ordinator, which provides the opportunity for the sharing of practice/service updates across the partnership and a reflective space to consider improvements and strengths. The YJS have also been invited to present at the Youth Panel Meeting regularly. Presentations have been undertaken by practitioners, managers and seconded staff and have included the 'Child First' approach, developing identity with the children we work with, communication passports, the updates to the PSR template, and information about the out of court disposal process.

'My thanks for your presentations which gave such clear explanations of current issues and the ways in which the service is tackling them. With over half our youth magistrates being relatively new, giving a clear idea of what you provide and the thinking behind it is crucial and was extremely helpful' (Chair of the youth bench)

The magistrates have really embraced the development of our speech and language support, and feedback from the court duty officers is that the many of the magistrates are putting their learning into practice within the court arena and this is having a positive impact on the experience of children. In the next year, we are looking to offer learning and development opportunities around speech and language to a wider group of court users including legal advisors and solicitors. The congruence rate remains high for the sentence proposals made in PSRs and this is another reflection of the court's confidence in our practice.

'The YJB is committed to identifying and promoting evidence-based practice across the whole of the youth justice system to ensure that work with children, families, victims, and the wider community is effective, and evidence led. 'We recognise that the sector is best placed to develop the potential in people, systems, processes, and practice, so a child's experience of the system is the best it can be. We see it as part of our role to provide our sector partners with the most up-to-date and accessible evidence of effective ways of working. We will work towards an approach that is open, innovative, and collaborative, and actively seeks learning and expertise across all partners – this includes incorporating the voice and experiences of children and their supporters'

14. Service development

*The following plan makes reference to the YJB strategic plan as stipulated in the 2024 completion guidance and mirrors objectives identified in Surrey's Children Families and Lifelong Learning self-assessment process.

Service development plan 2024/25

Key Priorities	Time scale	Next steps
QA, Audit and Performance		
Utilise YJB self-assessment tool pertaining to YJ standards for children	TBC by the YJB	Assessment process to be initiated swiftly as and when the YJB announce which Standard will be a focal point for this annual audit window Ensure findings of self-assessment are shared and understood by all those involved in YJ governance, management and front-line service delivery, leading to an agreed action plan with shared ownership and accountability to progress
Continue to develop a robust performance management framework to strengthen and sustain a culture of accountability for YJ case work and delivery across the county	July 2024	Following Adolescent restructure, convene monthly YJ management meetings to assess and respond to tableau data pertaining to timeliness of assessment completion, frequency of management oversight and HPAT engagement rates Revisit the management template to ensure consistent use across newly formed YJ management team. A uniform method of capturing case recording will also be considered during 2024.

		Surrey will continue to ensure YJ data cleansing occurs prior to each quarterly KPI submission to the YJB to ensure accuracy and inform the performance management oversight framework.
Review and strengthen the existing integrated Quality Assurance Framework and develop YJ audit tool in partnership with Surrey's Quality and Performance Service and Practice Standards lead	2024/25	An audit framework has been agreed with Surrey's Quality and Performance Service who will provide on-going support. We are now moving into the next stage of our collaborative approach to further embed an audit cycle, undertake performance observations and implement a process to moderate the gatekeeping of Asset + assessments. Emphasis will remain on Asset+ and assessment of the three risk domains.
	TBC	Surrey also intend to develop a process whereby the gate keeping of Asset + and management oversight are subject to routine audit to 'moderate', ensuring a consistent approach is being taken amongst the service to support children open to the CJS and protect the public from harm.
	2024	Revisit findings of the thematic audits completed in relation to girls and care experienced children coming into contact with Surrey YJS. Ensure learning is embedded and translated into meaningful action both 'in house' and with wider partnership.
	June 2024	The thematic audit cycle continues to be informed by QA findings, performance data, self-assessment, and direction from Surrey's SYJB. A thematic on black and dual heritage children is due to commence in June 2024, a cohort who are consistently overrepresented in the criminal justice system.
	July 2024	YJ service to revisit plan/actions from the last self-assessment of Standard 2: At court and ensure this has been progressed. YJ managers to lead.
	2024/25	Following recent training for staff, YJ managers to monitor standard of risk and contingency planning during their gatekeeping of Asset and feed findings into the wider service to support development and embed learning.
Data pertaining to HPAT completion rates to be reviewed quarterly to ensure unmet health needs, pathway planning and communication outlines are consistently offered to children and progressed as required	2024/25	YJ Central Team will continue to co-ordinate with Health colleagues. Speech and Language resource is under pressure at the time of writing and solutions are being explored amongst senior leaders. To manage the number of children who require speech and language input a 'triage' process has been implemented. This will remain subject to regular review. Work closely with Police colleagues to join the work taking place during the HPAT process and consistently feed this into the 'Pegasus card' to support children with complex needs.

Practice development		
Support the transition of the Youth Justice Service landscape in line with live restructure and Adolescent Service.	2024	Convene regularly as a YJ management team/service from June 2024 and liaise with wider partnership involved in the Adolescent Service restructure to ensure transitional arrangements are implemented smoothly and efficiently, avoiding disruption for children open to the Youth Justice Service.
Surrey YJS routine skills audit cycle will continue and help inform our evolving Learning and Development plan which is under review for 2024/25. Surrey YJS vision is aligned with the YJB's strategic approach to 'promote sector-led practice development and strengthen ways to disseminate what is known about working with children across the youth justice sector and beyond'	2024/25	<p>YJ management team to mobilise agreed training plan</p> <p>The central YJ team have successfully delivered risk and contingency plan training in 2023/24. However, this will be reviewed periodically and offered to new staff coming into the service post restructure.</p> <p>The 2024/25 training plan includes the following currently:</p> <ol style="list-style-type: none"> 1. Further disproportionality training to be delivered across the service. 2. On-going risk and contingency plan training for front line staff. 3. Referral Order volunteer training - next cycle 4. YJ Professional Certificate in the Effective Practice for 4 staff, annually funded by Surrey academy
Establish regular practice development groups with representation across all TYS services areas, to enable shared learning opportunities and promote a cohesive, embedded practice model	2024/25	This is a long term of objective and area that requires further development. Whilst there have been workshops to explore a number of key areas such as service user voice and the importance of capturing children and families lived experience, the service has gone through a restructure meaning a shift in the positioning of staff involved in the YJ practice. As we re-establish the 'newly formed' service in 2024, practice development groups will be revisited to explore pertinent issues as cited in the objective. This should include data obtained from children and families who have worked with the service.
Develop a more consistent Referral Order culture across Surrey	2024	Deploy resource to create an additional role in the YJ central team to support and co-ordinate work pertaining to referral Orders and volunteers across the county.
Improve service knowledge of trauma informed practice and build our 'case formulation model' in line with YJB guidance.	2024/25	<p>Trauma informed practice will be central to the Adolescent Service practice model and is already embedded in approach taken with children open to the YJS here in Surrey. Further training opportunities will be available for staff.</p> <p>A co-ordinated partnership approach to trauma informed practice with health services in Surrey is being progressed in line with the Adolescent service.</p> <p>YJ central management team to liaise with FCAMHS and evaluate effectiveness of current case formulation model in Surrey.</p>

Missing, Exploitation and SYV		
Surrey YJS to continue to work closely with the wider partnership and contribute to an evidence-based analysis of the causes of serious violence, informing the local strategic and operational response via the SV action plan 2024/2025.	2024/25	YJ management team to continue to attend Serious Violence Operational Group and Surrey Serious Violence Reduction Partnership (SSVRP).
YJ management and missing exploitation leads to feed into on-going consultation and reconfiguration of county wide risk management process, with an emphasis on supporting vulnerable children in the context of missing and/or experiencing extra familial harm.	2024/25	Attend RVM meetings with lead consultant and wider partnership to develop revised county wide model.
Support development of plan in response to findings from commissioning workshop focussing on the key areas – knife crime / youth violence / place-based concerns / VAWG and DA	2024/25	Findings are still being collated. Once research paper is disseminated and findings perused, next steps and role of the YJS can be established within county wide partnership approach.
Surrey YJS will work closely with partners who make up the Surrey Serious Violence Reduction Partnership (SSVRP) and contribute to the delivery of the Surrey Serious Violence Reduction Strategy, supporting the work against the four priorities; Leadership, Evidence, Connections and with a Focus on knife crime, place based violence (linked to the Night Time Economy) and serious violence that involves children.	2024	The SSVRP are particularly keen to support activity that focuses on serious violence involving children, knife crime and supporting communities in some of our hotspot areas. As a result, services are currently looking at a safe process to ask - How are children in Surrey feeling in relation to their safety and what are their concerns around knives and violence in their peer group/ community and where is this fear perpetuating. As a named authority in the duty, the YJS will remain integral to this piece of work and local response.
Service User Voice		
Establish a quarterly Youth Board to enable voice of our service users, ensuring children’s views are fed into our SYJB, service planning and delivery. We will endeavour to be ‘child led’ in terms of themes and content the children we consult choose to prioritise.	2024/25	The vision is to involve children in providing direct feedback to board members is a work in progress. Those seeking feedback from children open to the YJS will continue to invite participation in this incentivised process.

<p>Develop and streamline wider processes in place to consistently capture feedback from child, parents and carers, relaying their lived experience of the YJS</p> <p>Responding to data from children parents, carers in a meaningful way.</p>		<p>Despite progress being made, the work with parents and carers needs further progression/ YJ central team are leading and co-ordinating this work across the county.</p> <p>Share feedback with Surrey YJMB and convene practice discussion groups with the newly formed YJ service post restructure to consider any operational or strategic change required in terms of YJ service delivery</p>
Disparity and Over-representation		
<p>Surrey YJS to address over representation within our cohort, promote anti racist practice (as per HMIP's effective practice guide), demonstrate cultural competence and reduce the risk of discrimination impacting on a child's journey through the criminal justice system</p>	2024/25	<p>Overarching objectives and comprehensive plan is captured in the Disparity Working Group (DWG) Term of Reference and DWG action plan and acts to address the issues pertaining to disparity and over representation identified throughout this YJ plan. Next steps include the following:</p> <p>Disproportionality training has been funded for all staff involved in Surrey's YJS delivery.</p> <p>Convene regular DWG meetings involving key partners to progress the action plan addressing concerns pertaining to children overrepresented in Surrey YJS. Strategic and operational responses will be considered in this space.</p> <p>Data and Performance team to continue provide YJB disparity tool kit data sets to inform analysis and priorities moving forward.</p> <p>Analyse data from non-admissions scheme to measure effectiveness and impact. Terms of Reference has been drafted by Police colleagues and ready for progression.</p> <p>Consult children to understanding their lived experience of the criminal justice system, ensuring there is shared recognition, understanding and response to over representation amongst our cohort.</p> <p>The DWG are considering how best to mobilise a sub- group made up of Team Managers and front-line staff to feed into analysis through use of qualitative data, considering localised response given large geographical area covered in Surrey.</p> <p>Ensure to continually disseminate learning from the DWG and sub-group (once live) with the wider YJ service, relevant partners and SYJB for governance and oversight.</p>
<p>To work with our Magistrates and colleagues in Court to support learning and development opportunities pertaining to</p>	2024/25	<p>YJ central team to progress discussion with Magistrates as part of quarterly review meetings. YJ Service Manager to pursue wider input and participation from judiciary via the DWG.</p>

disproportionality and over representation.		Continue to promote best practice and child first language in PSR reports to guard against issues such as adultification, ensuring children as seen as children.
Continue in our attempt to recruit and diversify the pool of Referral Order panel volunteers and reflect the demographic in Surrey's local community.		A new group of volunteers are being trained currently but the level of diversity still needs attention and recruitment will remain 'cyclical' with regular review. YJ central team to continue to work in partnership with Equality and Diversity lead, liaise with Surreys Minority Ethnic Forum and Surrey Gypsy Traveller Communities Forum.
Reducing Re-offending		
<p>Reoffending rates have seen a slight increase in the recent year albeit lower than statistical neighbours and national averages.</p> <p>Data indicates clear trends on times frames when children are most likely to re-offend in Surrey. This has enabled us to identify 'critical' periods where a child may benefit from greater support to reduce the risk of recidivism. Targeting this will continue to be a focal point for the YJS into 2024/25.</p>	2024/25	<p>Work closely with the Youth Offer via Engage response to intervene at critical moments post arrest.</p> <p>As per findings from thematic on girls, work with colleagues I the CLA service, Police and wider work around violence against women and girls (VAWG) to consider trauma informed approach and response to children in care and avoid recurring patterns of assault that can emerge. This is also applicable to boys in care but consideration of gender is deemed a significant factor in what can lead to 'triggers'.</p>
Secure settings and Transition		
Develop Transition protocol with the adult Probation service and review case management responsibility for young people past their 18 th birthday. This is in line with a Child First approach considering young adults through as trauma informed lens and promoting consistency and continuity of care.	2024	<p>Central YJ post Court team will continue to develop partnership approach with Probation and seek sign off of draft protocol.</p> <p>Training for Probation staff working to support 18-25 staff is being devised to help upskill in terms of SaLT communication outlines, missing and exploitation, neurodiversity, restorative practice and other key areas to develop their ongoing learning.</p> <p>ETE leads will continue to work closely with the secure estate to ensure ETE provision meets needs of the child whilst in custody and upon release as part of the resettlement plan. This will include those post 18.</p>
Develop partnership links with the new Edge of Care service, Gateway and wider Childrens Services to address resource challenge pertaining to availability of remand beds.	2024	Joint Accommodation Protocol is currently under review with senior partners.
Resource		

Address gaps in resource within the central team structure	2024	<p>To address ongoing recruitment challenge within the Probation service, a probation post is being created internally providing a secondment opportunity. Probation funding has been agreed for this post.</p> <p>Plan needs revising to address challenges in NHS recruitment to additional clinical posts that remain vacant.</p> <p>Speech and Language capacity limitation are hindering desire to offer greater levels of on-going support to children with identified need. This will be discussed at SYJB for governance and consideration.</p> <p>Deploy resource to create an additional role in the YJ central team to support and co-ordinate work pertaining to referral Orders and volunteers across the county.</p>
Education		
<p>Create opportunities for reengagement in mainstream education and /or on to sustainable training and employment</p> <p>Align systems and processes so children who offend whilst 'NEET' are identified early</p> <p>Develop consultation window with a wider range of Surrey's education providers so children on the cusp of or open for YJ intervention and at risk of exclusion, are considered prior to decisions being made</p>	2024	<p>Youth Offer have managed to extend some project work until September 2024. DFE are making changes re the role of services to tackle inclusion and this national drive was made clear during their visit to Surrey in 2023. Ther implementation of this DFE guidance coincides with the expiry of Youth Offer projects and therefore a pertinent time to review.</p> <p>On going work required with YJ ETE leads, SEND colleagues and development of the Adolescent service to support early identification.</p> <p>Other development work will continue with SEND, SALT and CLA services to establish clearer guidance re disclosure of offences.</p>
Victim Support		
To build and strengthen our existing offer for those who've been harmed by offending behaviour by developing creative and innovative ways to increase levels of engagement and participation	2024	<p>Continue to build the innovative 'side by side' project and offer to child victims of crime.</p> <p>Increase resource to work restoratively and develop these pathways via the new Referral Order post being created within the structure. Enhance the reparation offer with a localised response.</p> <p>Increase consultation and factor victims voice into developing pathways for restorative interventions, both indirect and direct.</p> <p>Develop the existing victim safety planning process to ensure collaborative input from practitioners and regular review.</p> <p>Measure victim satisfaction rates and provide data sets to track effectiveness of support on offer.</p>

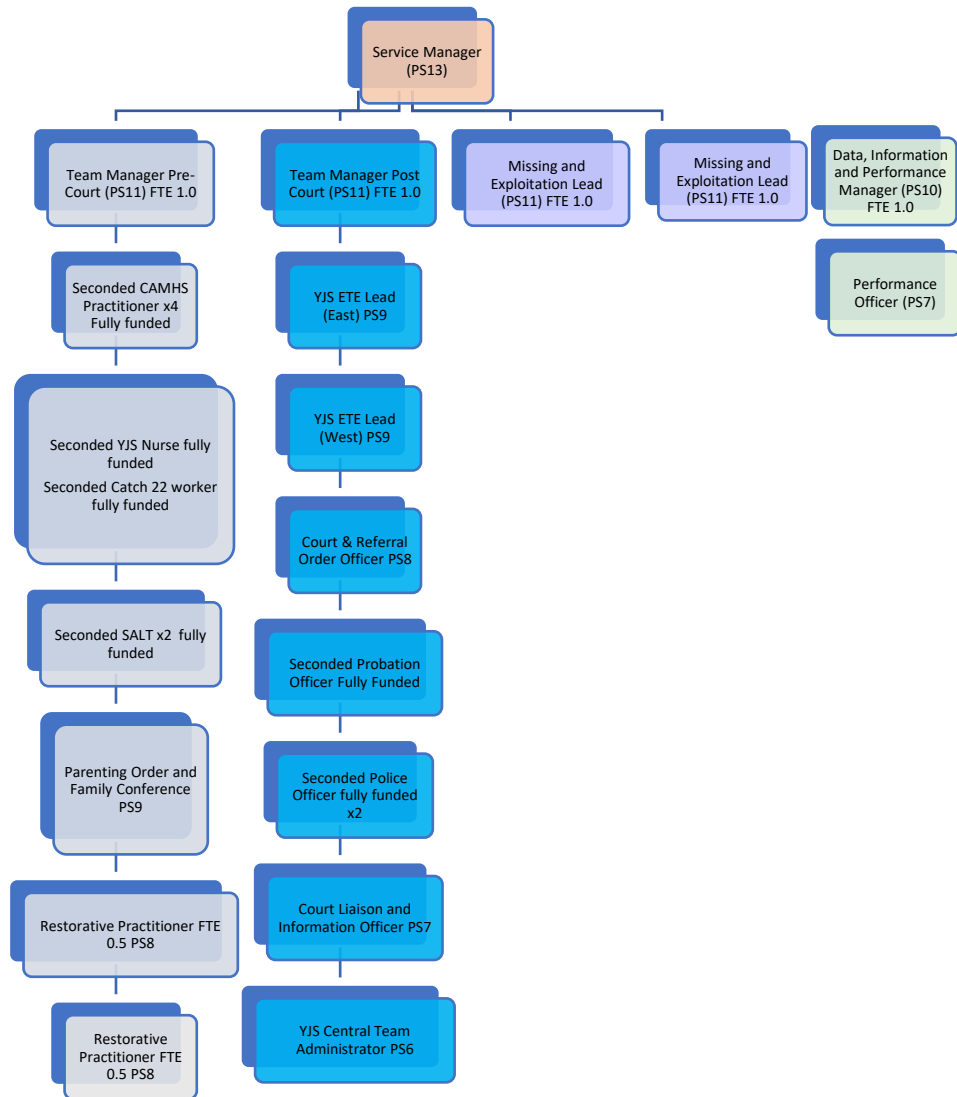
		Support staff to factor victim impact into their assessment and long-term work in every instance.
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Challenges, risks and issues

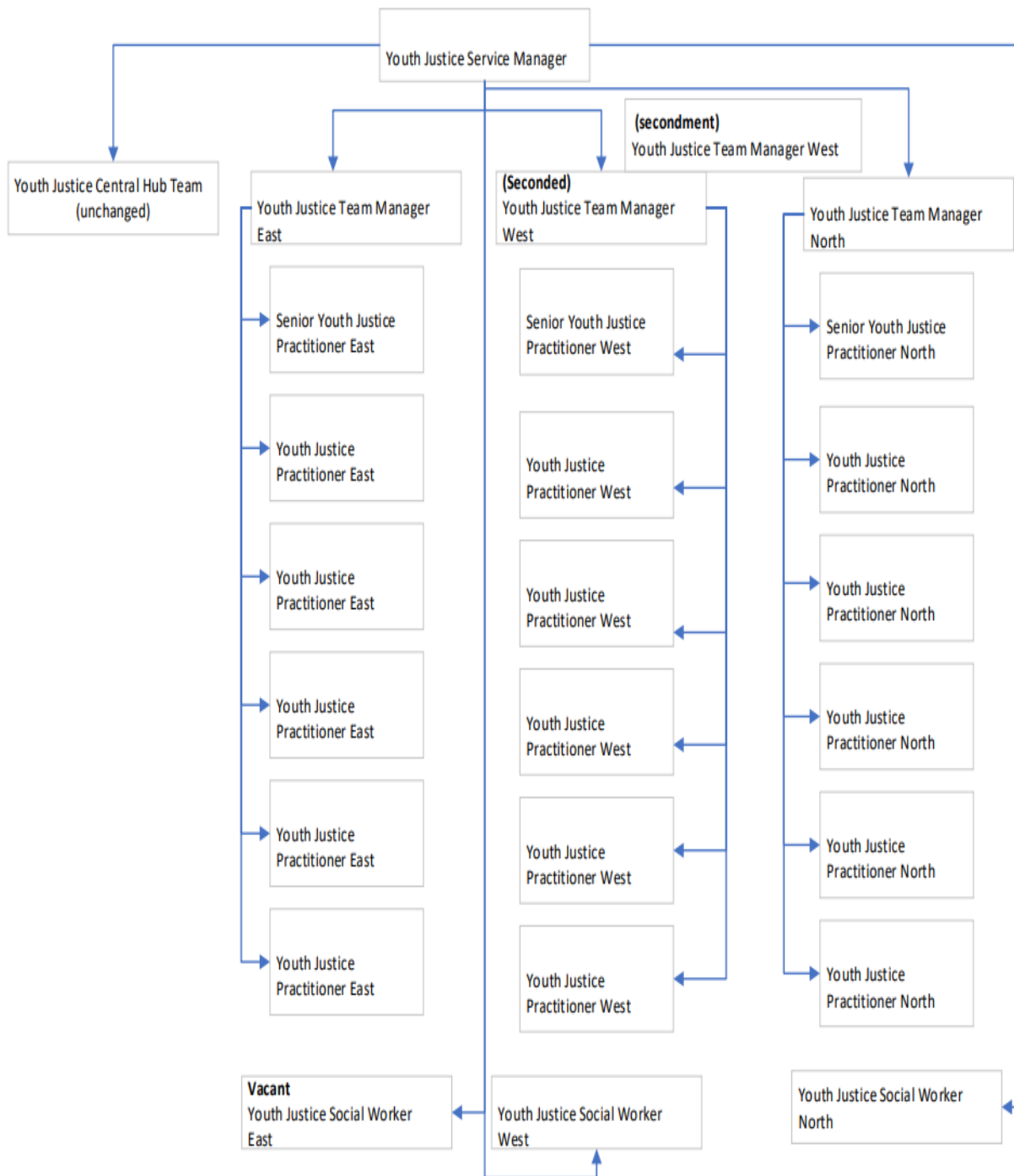
Challenges, risks and issues	
Description	Mitigation

<p><u>Challenges pertaining to the KPI reporting framework in 24/25:</u></p> <ol style="list-style-type: none"> 1. General - it appears some reporting options are open to interpretation and these needs managing to avoid inconsistency. 2. KPI 1 - With the fluid nature of placement change for children in care, this data will need to be updated on the CMS frequently to ensure accurate reporting. 3. KPI 2 - Given the large number of schools and alternative provisions in Surrey, it is a challenge to accurately capture the data around the number of education hours attended for the purposes of the new KPI recording. 	<p><u>Applicable to all identified risks</u></p> <p>This will be further addressed in the restructure as there will be fewer staff inputting the data and additional training will be delivered to support consistency.</p> <p>Regular meetings with data and performance colleagues to address challenges will be on going</p> <p>Data and performance colleagues attending KPI webinars and forums for trouble shooting is on going</p> <p>Refresher training to be rolled out post-restructure to improve consistency of recording.</p> <p>KPI recording now included in supervision template with staff to ensure it is embedded as part of case management responsibilities. This needs period of monitoring.</p> <p>We are liaising with our colleagues in the education department in an attempt to address on-going challenges.</p>
<p><u>Education</u></p> <p>Lack of suitable provision especially 'roll on roll off' outside of term time</p> <p>Transition - Supporting children into new provisions/at change of key stage or provider</p> <p>Reducing school exclusions is an ongoing challenge which causing social isolation and increased risk of offending/re-offending and custody.</p>	<p>Continued work with wider NEET network and post 16 providers</p> <p>Continue to monitor ETE provision for children in custody with early collaborative planning where possible</p> <p>ETE leads continue to work closely with colleagues in the education department to monitor schools exclusions and identifying those at risk. The Inclusion Framework remains under development, and this will remain a focus with strategic partners.</p>
<p><u>Business support</u></p> <p>An absence of business support is a pressure point for the service which will be compounded post restructure.</p>	<p>Business case is being compiled by YJ Service Manager</p>

Appendix 1: Staffing Structure



Youth Justice Area Teams



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B7: Staffing of the YOT by contract type; No. of full-time equivalent staff

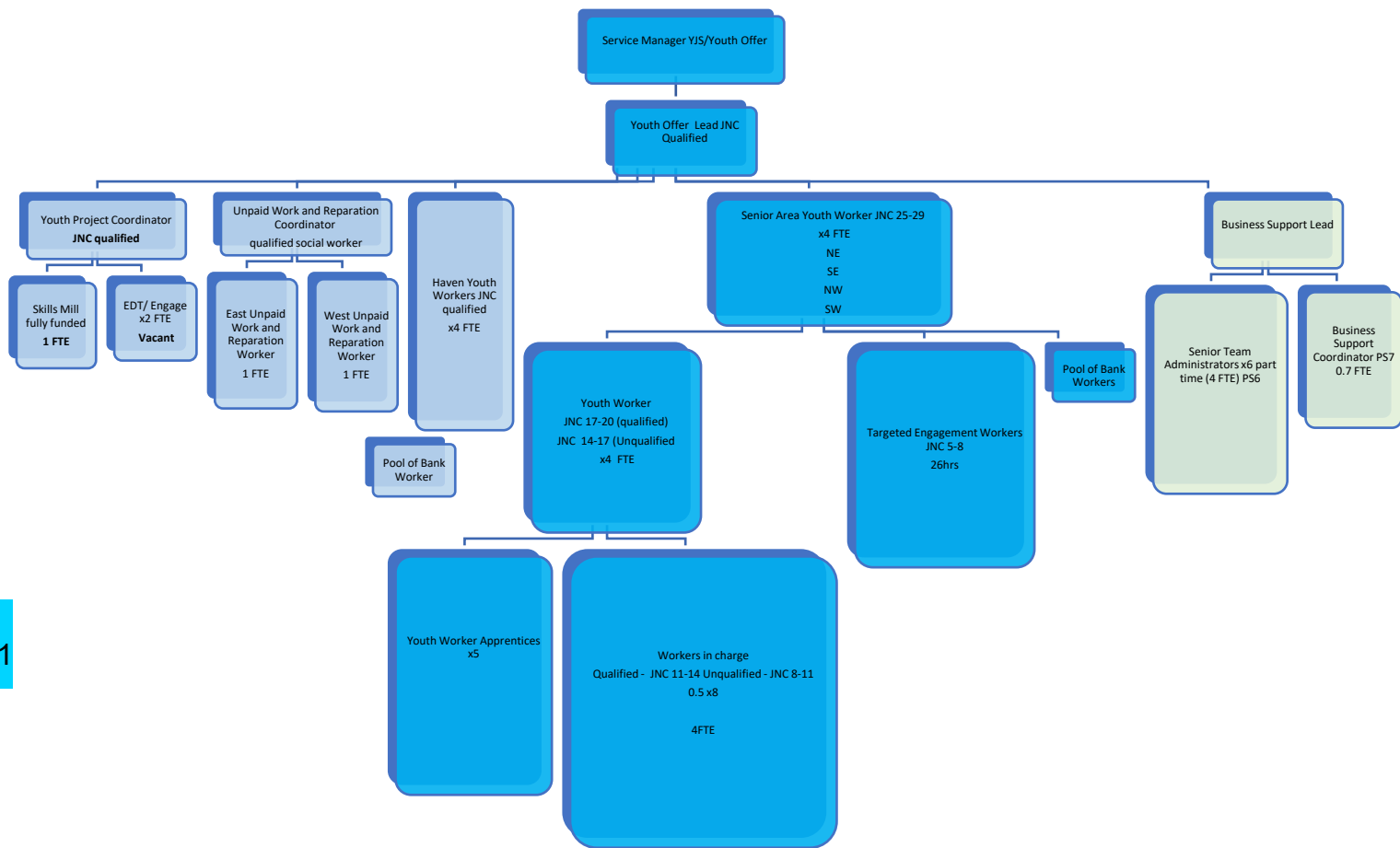
Type of contract	Strategic Manager (PT)	Strategic Manager (FT)	Operations Manager (PT)	Operations Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students / Trainees	Referral order panel volunteer	Other Volunteers	Total
Permanent		1		5	3.63	18		1			0	0	28.63
Fixed Term													0
Outsourced													0
Temporary													0
Vacant						1							1
Seconded Childrens Services				1									1
Seconded Probation													0
Seconded Police					0.75	1							1.75
Seconded Health (substance Misuse)						1							1
Seconded Health (Mental Health)						1							1
Seconded Health (Physical Health)						1							1
Seconded Health (Speech / Language)					1								1
Other/Unspecified Seconded Health													0
Seconded Education					0.88	1							1.88
Seconded Connexions													0
Seconded Other													0
TOTAL	0	1	0	6	6.26	24	0	1	0	0	0	0	38.26
Disabled (Self Classified)							2						

11

B8: Staffing of the YOT by gender and ethnicity; No of individual people

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian														1			0	1
Black																	0	0
Mixed								1									0	1
White	1		2	3	7	23							3	13			13	39
Any Other Ethnic Group								1									0	1
Not Known				1		2											0	3
TOTAL	1	0	2	4	7	26	0	1	0	0	0	0	3	14	0	0	13	45
Welsh Speakers																	0	0

Due to the integrated delivery model and Youth Offer's integral role in supporting YJ priorities, the service structure has been included for perusal.



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Appendix 2: Budget Costs and Contributions 2024/25

Financial Resources

<i>Agency</i>	<i>Staffing costs</i>	<i>Payments in Kind</i>	<i>Other Delegated Funds</i>	<i>Total</i>
<i>Youth Justice Board</i>	810,693			810,693
<i>Local Authority</i>	1,317,350			1,317,350
<i>Police</i>	266,299			266,299
<i>Police & Crime Commissioner</i>	15,000			15,000
<i>Probation</i>	44,142	5,000		49,142
<i>Health</i>	165,513			165,513
TOTAL				2,623,997

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SURREY COUNTY COUNCIL**CABINET****DATE: 25 JUNE 2024****REPORT OF CABINET MEMBER: CLARE CURRAN, CABINET MEMBER FOR CHILDREN, FAMILIES AND LIFELONG LEARNING****LEAD OFFICER: RACHAEL WARDELL, EXECUTIVE DIRECTOR, CHILDREN, FAMILIES AND LIFELONG LEARNING****SUBJECT: SCHOOL ORGANISATION PLAN 2024****ORGANISATION STRATEGY PRIORITY AREA: NO ONE LEFT BEHIND / EMPOWERED AND THRIVING COMMUNITIES****Purpose of the Report:**

The Cabinet is asked to consider the Surrey School Organisation Plan covering the academic years from September 2024-2034 and recommend it to Council for publication.

Sufficiency of high-quality school places is a key statutory duty and underpins a great education for all, supporting Surrey County Council's guiding mission that no one is left behind. It is important that there is equity in inclusive accessible school places for all, across Surrey and so the School Organisation Plan sets out the policies and principles underpinning both mainstream and specialist school organisation in Surrey. This supports Surrey County Council to achieve ambitions set out in Surrey's Community Vision for 2030; that children and young people are safe and feel safe and confident and that everyone benefits from education, skills and employment opportunities that help them succeed in life. It also supports Surrey's Inclusion and Additional Needs partnership strategy which seeks to ensure that Surrey children and young people with additional needs and/or disabilities can usually have those needs met in Surrey and can lead the best possible life.

The School Organisation Plan highlights the likely demand for school places projected over a 10-year period and provides context as to how the educational landscape has changed and is likely to change in the future. The council has created over 10,000 additional places over the last five years in mainstream and specialist provision, and still needs to provide more while current levels of government funding continue to fall short of the amount needed to create those places.

Recommendations:

It is recommended that Cabinet:

1. Endorses the School Organisation Plan 2024 which will meet our statutory duties to ensure that there are sufficient high-quality places for pupils in Surrey and refer it to Council to approve its publication.

Reason for Recommendations:

The School Organisation Plan is a key document used by schools and education stakeholders in considering medium- and long-term plans. Sufficiency of high-quality school places is a key statutory duty and underpins a great education for all and therefore, it is necessary to review the plan to ensure that the best and most up to date information is published for use in this process. This will encourage collaborative and collegiate planning and will provide greater transparency and understanding to local communities.

Executive Summary:

The current position in Surrey

1. The county council has a statutory responsibility to ensure that there is a sufficient number of school places for all pupils who require one. The council must monitor future projected demand and discuss and decide the appropriate changes to school organisation, where necessary, in order to meet this statutory responsibility.
2. The current context across Surrey is that the school age population has now started to stabilise after a period of significant increase over the last decade. Both nationally and locally we have seen falling birth rates since 2013 but these are variable across districts and boroughs, with some reductions as large as 27% and even the smallest reduction being 8%.
3. It must also be recognised that the period which this plan covers is one recovering from unique uncertainty and probable volatility. The Covid-19 pandemic inevitably changed the underlying demographic patterns of our communities, and there is a strong likelihood that the current trends will alter again, and so school organisational decisions will need to be made to react to the changes in those demand patterns.

Sufficiency in Mainstream Schools

4. This context means that there is a surplus of infant, junior and primary school places across Surrey. These surpluses are not uniform but are creating sustainability issues for some schools. In contrast, there are a few pockets of exceptional demand remaining, which are generated largely by additional housing.
5. The School Organisation Plan is a key document for schools and Multi-Academy Trusts (MATs) to inform their strategic discussions and help them to formulate a plan. Council officers are engaged in facilitating conversations with primary school leaders, academy trusts and other stakeholders about school organisational changes that could help to support those primary phase schools when they have vacancies to secure medium term sustainability whilst preserving any latent capacity to future-proof for potential demographic changes.
6. Meanwhile, the sharp increase previously experienced in primary cohorts is now also impacting on the secondary sector, as these larger cohorts are now transitioning into secondary schools. The secondary school population is expected to continue to increase up to 2025 in some areas, and so the county council's capital programme to expand mainstream school places is now focussing on managing demand pressures in secondary schools.
7. In the phase of further education, larger cohorts from secondary schools are now moving into further education settings such as sixth forms and colleges. With the

requirement for young people to continue in education or training until the age of 18, challenge to capacity is already being experienced within some institution types. Where specialist facilities are required, such as for the delivery of vocational and technical qualifications, this is directly restricting delivery of provision within priority skills areas. Recognising that the local authority plays no direct role in the provision of capital funding to address demands exceeding or projected to exceed capacity, we continue to support applications to the Education and Skills Funding Agency for capital funding as individual institutions submit them.

Places for those pupils with additional needs and/or disability

8. The School Organisation Plan also sets out our position regarding specialist school places and forecasting.
9. The capital programme for pupils with additional needs and /or disability is aligned with Surrey's Community Vision 2030, which seeks to realise the local area's ambition that everyone benefits from education, skills and employment opportunities that help them to succeed in life and Surrey's Inclusion and Additional Needs partnership strategy which seeks to ensure that Surrey children and young people with additional needs and/or disabilities can generally have those needs met in Surrey and can lead the best possible life. It also supports delivery of the Safety Valve agreement in relation to the sustainability of the High Needs Block.
10. The majority of Surrey's existing specialist school provision is graded by Ofsted as Good or Outstanding. This provision enables better long-term outcomes for pupils educated closer to home by local providers, who successfully support local children and young people to live, learn and grow up locally to achieve their potential. Improved investment in Surrey's specialist education estate will support local schools to continue to deliver high quality inclusive education to some of the county's most vulnerable children and young people.
11. The Council has therefore agreed to an ambitious programme of providing additional places for those pupils with an Education, Health and Care Plan (EHCP) within Surrey.
12. As of the end of the 2023/24 academic year, completed projects across 24 different schools have provided an additional 847 specialist school places. In addition, there are a further 19 projects in contract or with a contractor appointed that will ultimately provide a further 616 places on completion. Some of those projects are already delivering extra capacity where sufficient works have been completed or where it has been possible to repurpose existing space on a temporary basis. This allowed 145 new places to be opened in 2023/24 at those schools and will allow a further 166 to be opened in 2024/25. Some projects are still in development, but it is anticipated that the number of additional specialist school places in Surrey will exceed 2,000 by 2029. This is enabling more pupils with additional needs to be educated within Surrey and closer to home.

Changes to the School Organisation Plan format

13. The plan has previously consisted of two sections – the first describing the regulations and principles which underpin the planning of future provision in Surrey, including the methodology by which school age population projections are produced and an

overview of the current demographic and school place context both nationally and at a Surrey level. The second section provided school level data at borough and district level alongside graphs detailing the projected demand for school places in that area.

14. Due to the frequency of change within this data (for example, the number of schools of each type in Surrey can change monthly, and pupil level data changes each school term) the second section of the School Organisation Plan became out of date before it was even published. Officers have reviewed the plan and have concluded that it would be more appropriate to provide this information on the Surrey County Council website. It is anticipated that it would be available as an extension to the current [provision of school place webpage](#), where the current School Organisation Plan (and this updated version if approved) is published. In this way, the data can be updated when it becomes available - for example, once a term for the school census, each month for academy conversions and as and when any other organisational changes take place. This increased frequency will ensure greater accuracy and accessibility and provides an even greater level of transparency and openness in school organisational decision making for stakeholders.
15. The School Organisation Plan in its entirety now sets out the government regulations, policies and guidance, describing the legislative framework through which changes in school organisation are achieved, detailing the process of school commissioning in Surrey and setting out the methodology by which school age population forecasts are produced. An overview of the current situation in Surrey in terms of demographics and school population is also provided, including details on the county's state funded schools and identifying county-wide trends in births and housing.

Consultation:

16. The School Organisation Plan is not subject to statutory consultation. However, the phase leads for Surrey's school councils have been consulted, alongside Surrey County Council colleagues. Once authorised for publication, the plan will be widely distributed to education stakeholder groups and organisations, including schools, Local Planning Authorities and Dioceses. It is a helpful tool to aid future planning at a school level.
17. The plan will also be published on the Surrey County Council website for public viewing, alongside the web pages with school organisational data for both mainstream and specialist provision at borough and district level.

Risk Management and Implications:

18. The statutory duty to ensure that there are sufficient school places for all applicants within Surrey is held by the county council. An understanding of the school estate and how school organisation changes relate to demographic changes is vital to performing this duty.

Financial and Value for Money Implications:

19. The School Organisation Plan underpins the school basic need planned capital programme and determines the level of additional school places required across the county. The plan is the business driver for the required capital investment which forms part of the Medium Term Financial Strategy (MTFS).

20. This latest iteration of the School Organisation Plan is aligned to the current budgets within the Council's MTFs. There is therefore no additional request for capital funding currently.
21. Any proposal for future Capital requirements would be through a separate report to Cabinet.
22. The Revenue Costs related to either reductions or increases in pupil numbers will be managed through allocations of the Dedicated Schools Grant (DSG) Schools Block which is allocated from the DfE based on an annual pupil census.
23. The plan can also be used for early identification of potential surplus places and the impact that may have on funding allocations for individual schools and identify where Schools may need support in their future budget planning.
24. There would be no expected impacts to the Council's General Fund of this report.

Section 151 Officer Commentary:

25. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve the Council's financial resilience and whilst this has built a stronger financial base from which to deliver our services, the cost of service delivery, increasing demand, financial uncertainty 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 deliver financial efficiencies and reduce spending to achieve a balanced budget position each year.
26. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 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 most of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority, to ensure the stable provision of services in the medium term.
27. As such, the Section 151 Officer concurs with the contents of this report and the related financial implications.

Legal Implications – Monitoring Officer:

28. The School Organisation Plan is a key document in ensuring that Surrey County Council is able to comply with its duty to ensure that sufficient school places are available in the area. Section 13 of the Education Act 1996 places a general duty on the Council to secure that efficient primary and secondary education is available to meet the needs of the population in its area. In doing so, the Council is required to contribute to the spiritual, moral, mental and physical development of the community. Section 14 of the Education Act 1996 places a duty on the Council to secure that sufficient schools for providing primary and secondary education are available in its

area. There is a legal duty on the Council therefore to secure the availability of efficient education in its area and sufficient schools to enable this.

Equalities and Diversity:

29. There are no direct equalities implications arising from the School Organisation Plan. The Equality Impact Assessment screening tool has confirmed that there are no impacts, direct or indirect, identified on people with protected characteristics or other groups. However, the provision of a sufficient number of school places which are open to anyone who applies for them will support the council's commitment to equality and diversity.

Other Implications:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	Set out below
Safeguarding responsibilities for vulnerable children and adults	Set out below
Environmental sustainability	No significant implications arising from this report
Compliance against net-zero emissions target and future climate compatibility/resilience	No significant implications arising from this report
Public Health	No significant implications arising from this report

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

31. This is a key document to ensuring that the appropriate numbers of school places are provided to meet the demand of our residents. All places provided have the highest priority given to children in the care of the local authority.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

32. The council has a duty to promote and improve educational outcomes for all children, particularly those who are vulnerable or disadvantaged. The School Organisation Plan is an important piece of evidence used to plan the appropriate number of school places, thereby aiding the council in fulfilling this duty.

What Happens Next:

33. If endorsed by Cabinet, the School Organisation Plan will be heard at Full Council. If approved at Full Council, the School Organisation Plan will be published on the Surrey County Council website and distributed widely to all stakeholders including Surrey schools, district and borough councils and local Diocesan boards.

Report Author: Sarah Jeffery – School Organisation Manager,
sarahm.jeffery@surreycc.gov.uk, 07813362059

Consulted:

Clare Curran	Cabinet Member, Children Families and Lifelong Learning
Rachael Wardell	Executive Director, Children Families and Lifelong Learning
Julia Katherine	Director, Education and Lifelong Learning
Carrie Traill	Head of Education
Kay Goodacre	Strategic Finance Business Partner – CFL
Rachel Wigley	Director, Finance Insights and Performance
Amanda Scally	Principal Lawyer
Mike Singleton	Service Manager, Education Place Planning
Emilie Williams-Jones	Consultant, Programme Manager SEND and AP Capital Programmes
Pasqualina Puglisi	Contracts Manager, Land and Property
Dee Turvill	Alternative Provision and Participation Manager

Annexes:

Annex 1: School Organisation Plan 2024-2025

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Organisation Plan

2024-2034



Foreword

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By 2033 we want Surrey to be a uniquely special place where all children have a great start to life and receive the education that they need to achieve their goals. We want to ensure that children are seen and heard, feel safe to grow and that everyone benefits from education in Surrey. Most importantly, we want to make sure that no one is left behind.

All children and young people should benefit from an education that allows them to make the most of their skills, employment and opportunities to help them to lead the best possible life. We want all Surrey pupils and young people to live healthy, active, and fulfilling lives, and for our nurseries, schools, and colleges to equip them to make good choices about their life and wellbeing. All children and young people should be able to feel safe and confident in their education.

92% of Surrey's maintained schools are currently providing a good or outstanding education for our children and young people. It is vital that the strategies and principles laid out in this plan, and which fundamentally underpin our school organisation decisions, support us in maximising the equality of opportunity and quality of provision across all different age groups, need types and parts of the county.

Across Surrey, we are proud of our partnerships and the outcomes that these partnerships achieve for our young people. We want to nurture our existing partnerships in an ever-shifting educational landscape, and work to forge new ones so that we can continue to make school organisational decisions that create a sufficiency of school places across the county and secure educational provisions that are sustainable in the long term. We strive to discuss collaborative solutions in terms of school organisation that will help to protect our small and vulnerable schools to ensure their long-term viability and sustain the value that they bring to our school community and their own local communities.

We will work collegiately to plan school organisation in Surrey with our schools, academy trusts, and other educational partners to ensure that they feel supported to provide the highest quality of education for our children and young people to achieve the best long-term outcomes. We want to invest locally to support children and young people to have their needs met closer to home. We will work closely with partners, constantly striving to do better and to tackle inequalities - diversity is important to us; we are building belonging and including everyone to help each other grow.

This plan sets out our aims for providing education close to home by local providers, who can support all children and young people to live, learn and grow to succeed.



Clare Curran

Cabinet Member – Education and Learning



Julia Katherine

Director – Education and Lifelong Learning

Duties and Legislations

Under specific legislation and subsequent amendments, local authorities have statutory duties for providing school places as follows:

- Ensure sufficient school places to meet demand (Education Act 1996)
- Increase opportunities for parental choice (Education and Inspections Act 2006)
- Ensure fair access to educational opportunity (Education and Inspections Act 2006)
- Keep special educational provision under review, including planning, commissioning, and monitoring (Children & Families Act 2014, Section 21, part 3)
- Act as the lead strategic commissioner of education and training for 14- to 19-year-olds in provision other than schools (The Apprenticeships, Skills, Children and Learning Act 2009)

In relation to the provision of education for children with special educational needs, the council must also pay heed to the following:

- Working Together to Safeguard Children (2023)
- The Children Act 1989 Guidance and Regulations Vol 2 (Care Planning Placement and Case Review) and Vol 3 (Planning Transition to Adulthood for Care Leavers)
- Equality Act 2010: Advice for schools
- Children and Families Act (2014)
- SEND Code of Practice: 0-25 Years (2015)
- Special Educational Needs and Disability Regulations (2014)
- Supporting pupils with medical conditions at school (2017)
- The Mental Capacity Act Code of Practice: Protecting the vulnerable (2005)

The Education and Inspections Act 2006 increased the strategic role of local authorities as champions of pupils and parents, and incorporated a duty to act as commissioner of school places, rather than the sole provider. The main legislation governing school organisational changes is found in sections 7-32 of the Education and Inspections Act 2006, as amended by the Education Act 2011.

In addition, the Department for Education has also issued the following guidance:

- Opening and Closing Maintained Schools (January 2023).
- Making significant changes ('prescribed alterations') to maintained schools (January 2023).
- Making significant changes to an open academy and closure by mutual agreements (April 2024 and January 2023).
- Establishing a new academy: the free school presumption route — Departmental advice for local authorities and new school proposers (January 2023).

Under Surrey County Council's scheme of delegation, decisions relating to school organisation within the remit of the council are delegated to the Cabinet Member for Children, Families and Lifelong Learning, except in the case of opening or closing schools, where the Leader of the Council makes the final decision.

As the role of the local authority has evolved to being a strategic commissioner of a mixed school system, the Council wishes to work closely with all schools in Surrey, irrespective of their school status.

However, we recognise that schools, Governing Bodies, Diocesan Authorities, Academy Trusts, the Regional Director (RD) on behalf of the Secretary of State, the Department for Education (DfE) and the Education and Skills Funding Agency (EFSA), all have collective duties and roles to play in planning, providing, and funding school places.

Pupil Place Planning Principles

As the statutory and strategic commissioner of educational provision, effective pupil place planning is an essential process that enables the council to work with schools and stakeholders to commission and create high quality school places. To deliver this strategic role in an open and transparent way, a set of clear school organisation principles underpin our approach.

- To undertake a robust and comprehensive approach to forecasting the number of children and young people requiring school places in mainstream, specialist, and other provision.
- To fulfil the requirement to meet the need for school places ensuring sufficient places for Surrey residents who require them and providing an appropriate level of preference.
- To consider the challenges and actions that may need to be taken to ensure sustainability of existing small local schools.
- To endeavour to agree Published Admissions Numbers (PANs) in multiples of 30, and that school provision is generally co-educational.
- To provide, where new schools are needed, primary schools that are at least two forms of entry (420 places) and secondary schools that are at least six forms of entry (900 places) or larger to aid sustainability.
- To ensure that new primary schools provide from Reception year to Year 6, and that new secondary schools provide from Year 7 to Year 11. Pre-school provision should be included if a need for this is identified.
- To promote and strengthen local links between schools that would benefit the schools and the community.
- To identify latent or vacant capacity in neighbouring areas so that it can be used to meet demand, where these schools are within a reasonable distance.
- To make certain that all school organisational changes promote the inclusion of children with Special Educational Needs and Disabilities (SEND) into mainstream settings.
- To provide a sufficiency of state-maintained specialist school places locally for pupils with an Education, Health and Care Plan (EHCP) who require one.
- To ensure that commissioning of specialist school places in the non-maintained and specialist independent sector is only utilised where placements represent value for money, better long-term outcomes and is the most appropriate provision that can meet an individual's identified special educational needs.
- To make available the provision of state maintained Alternative Provision to serve pupils, parents/carers, and schools on a local basis through the provision of planned short-term educational placements.
- To offer an objective view of stakeholder proposals in a clear and transparent way, and support stakeholder's proposals where appropriate to a conclusion.
- To be flexible in providing school buildings that do not create future surplus places but safeguard a sufficiency of places.
- To make certain that decision making processes on proposals should consider factors that are inextricably linked with school organisation, such as the admissions processes, parental preferences, school size, published admission numbers and school transport.

Pupil Place Planning Context

The National Context

Nationally, the pattern of demand for pupil places in England is changing. The population attending primary and nursery schools peaked in 2019 and the figures have been dropping since then. This is primarily due to the continued reductions in the birth numbers since 2013, although there was a larger drop in the national population in 2021 which may have been connected to the pandemic. Figures have been stable for the two years since then but are expected to fall from 2024 onwards.

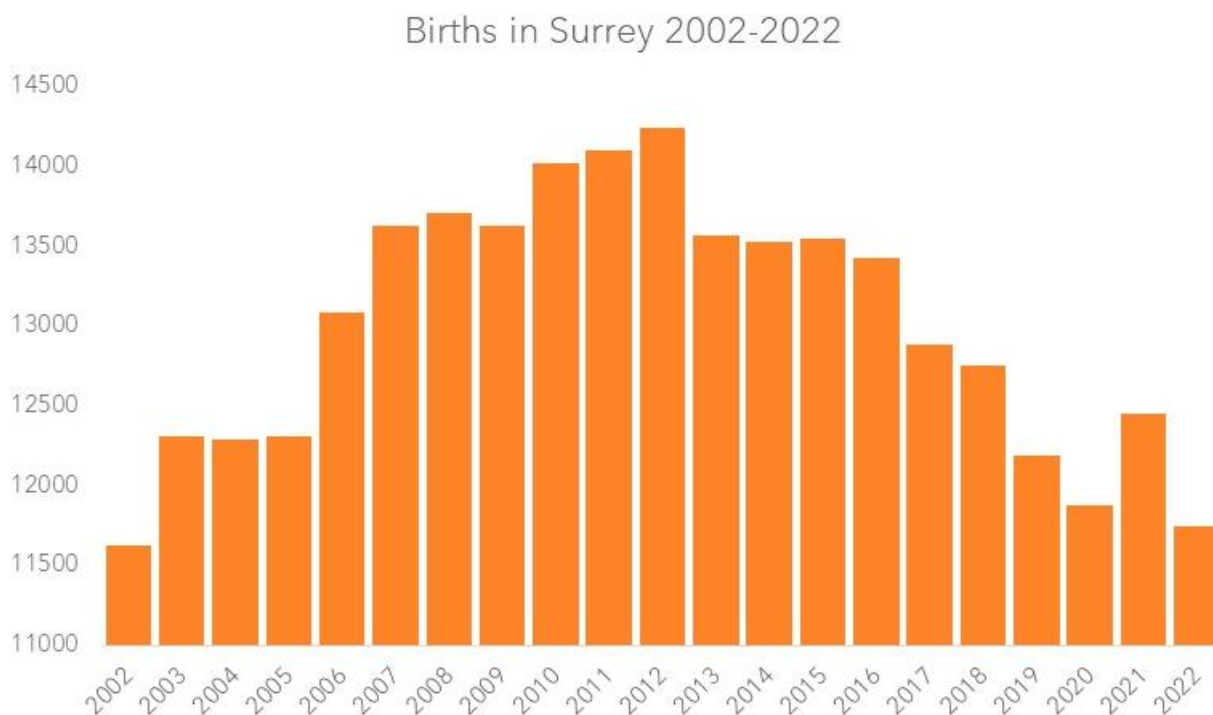
The peak in the national secondary school population is projected to be in the 2024 – 2025 academic year, followed by a fall throughout the rest of the projection period.

The population in special schools has been increasing and is also projected to peak nationally around 2025 before starting to slowly drop. This is primarily driven by the decrease in the overall population from the same point.

The number of children in alternative provision schools fell substantially in 2021 and 2022 as the pandemic reduced the opportunities to refer children. Figures have risen in 2023 and are projected to stay at similar levels.

Surrey Context

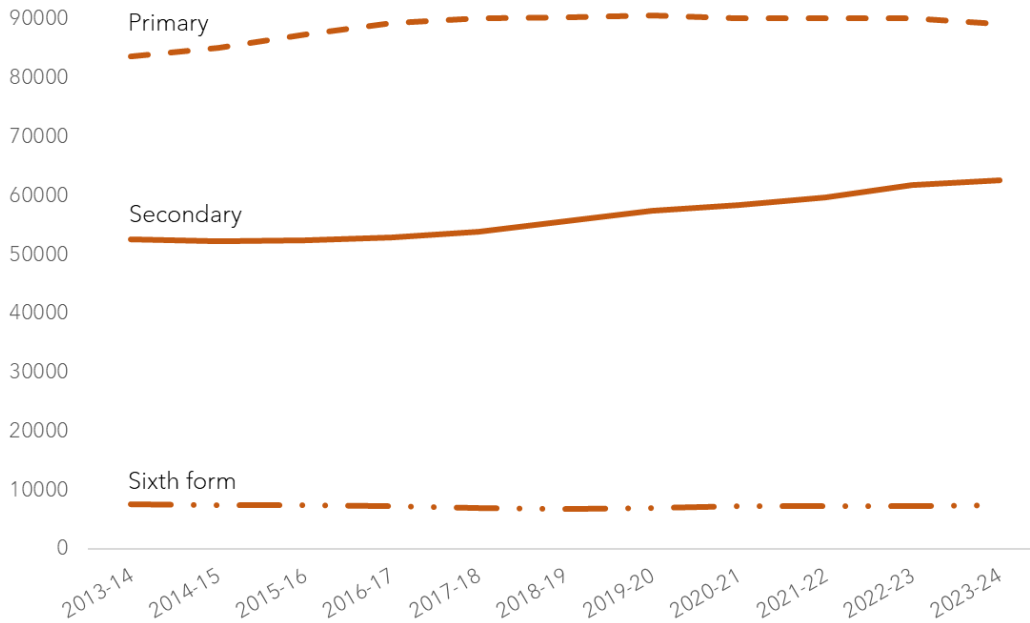
In Surrey, the pattern of demand for pupil places has largely been reflective of the birth rate, alongside migration and housing trends.



Surrey has largely followed the national trend with regards to births - the county experienced an increase in births, with growth of 22% in the decade between 2002 and the peak in 2012, followed by a significant birth decline from 2013. With the exception of 2021, the number of births in Surrey have continued to decline since and in 2022 the birth rate was the lowest in the county since 2002, with a decline of 17.5% from the peak in 2012. The increase in births in 2021 is suspected to be caused by the easing of pandemic restrictions.

Population of Surrey's state maintained schools

Source: January school census 2014-2024

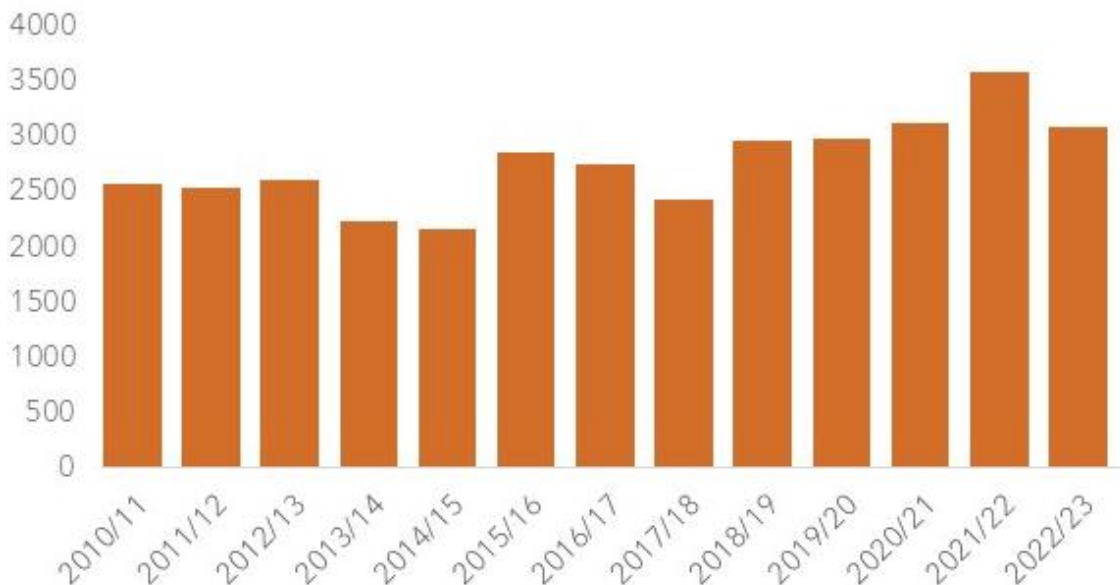


The decline in birth rate means that Surrey has seen a fall in the number of pupils in primary education in the county, with year groups Reception to Year 2 being the most significantly affected. Any growth in the number of primary pupils over the next three to four years is expected to be generated by additional pupils created from new housing, with underlying demographic trends remaining generally static.

However, the secondary sector continues to see increasing numbers of pupils as the larger primary cohorts from the birth peak now transfer into secondary education. However, this is expected to fall over the next five years as the impact of the lower birth rate makes its way into secondary schools. Again, any long-term increases in pupils are expected to come primarily from new housing.

New housing developments will result in an increase in the number of pupils that need a place at Surrey schools. Planning permissions for housing falls within the remit of the eleven district and borough councils within Surrey.

Number of new homes completed in Surrey



To support the projecting of pupil numbers, local councils share this information with Surrey County Council by providing data on housing permissions and trajectories, which are incorporated into long term pupil place forecasts. Regional plans and government policies seek to increase the level of housing that the county should provide. As additional housing is now the primary cause of place planning pressures in Surrey, it is a significant contributor to the place planning challenges that Surrey now faces.

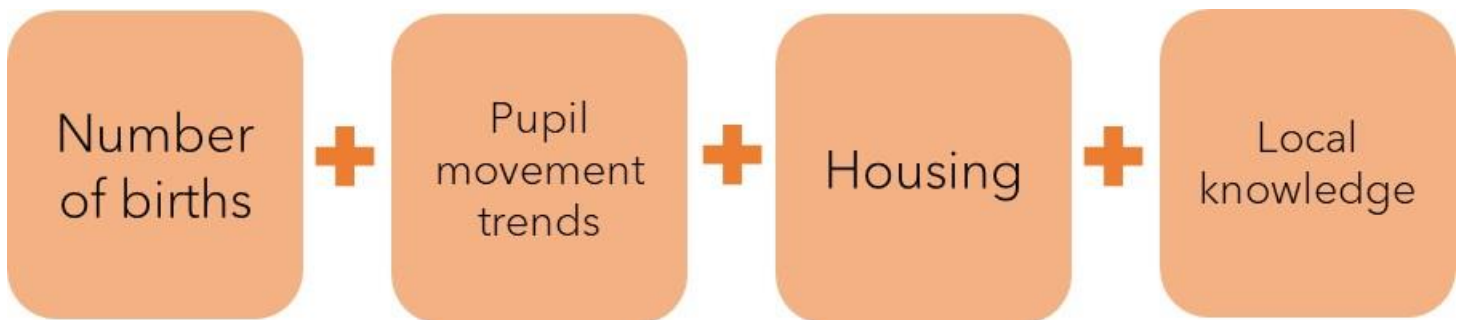
Pupil place planning in Surrey

Effective pupil place planning is an essential process that enables us to work with schools and stakeholders to commission and create high quality school places where they are needed. These fulfil the requirement to meet the basic need for school places and provide the right level of preference for parents.

We undertake a robust and comprehensive approach to pupil place planning that projects the number of children requiring school places in both mainstream and specialist schools. But looking into the future is challenging and uncertain, and whilst our pupil projections take into account current and past trends, they do not attempt to predict the possible effect of any future changes until they happen, and their impact can be quantified.

Pupil projections for mainstream schools

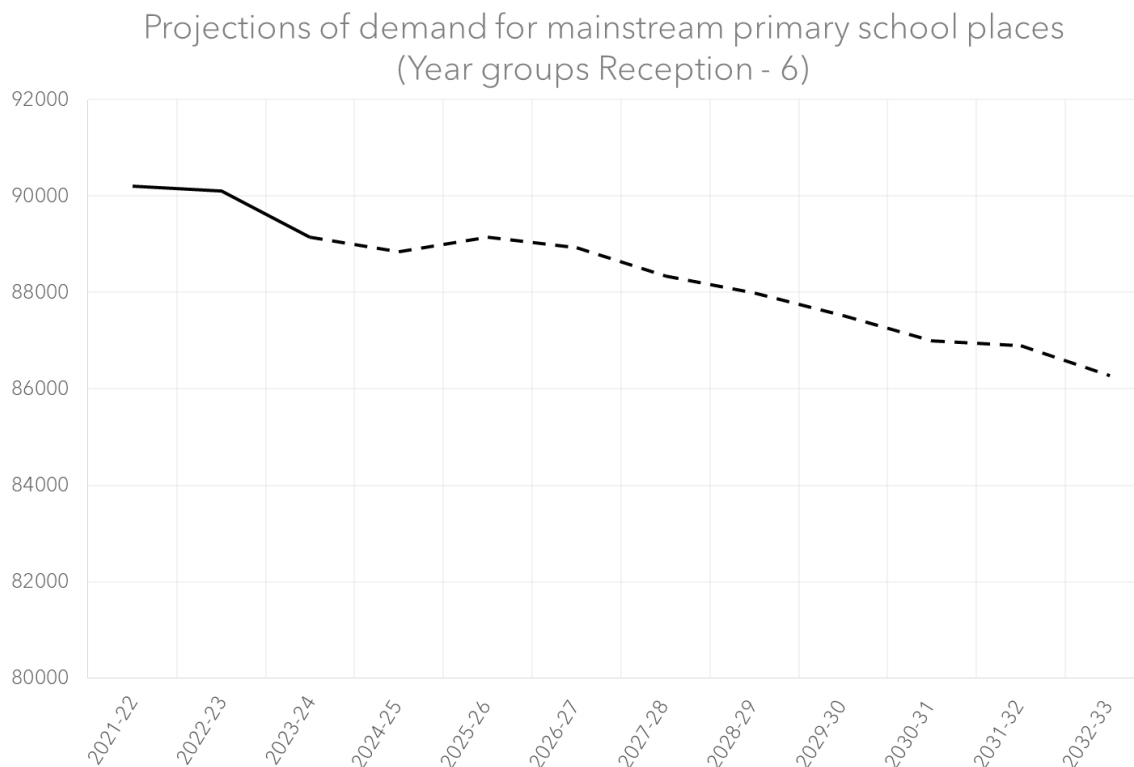
In projections for mainstream school places, schools are split into 'planning areas' for both primary and secondary phases. Planning areas do not have geographical boundaries but are schools that are grouped to reflect the local geography, reasonable travel distances and existing pupil movement patterns. Therefore, some planning areas may include schools that are in different boroughs or districts.



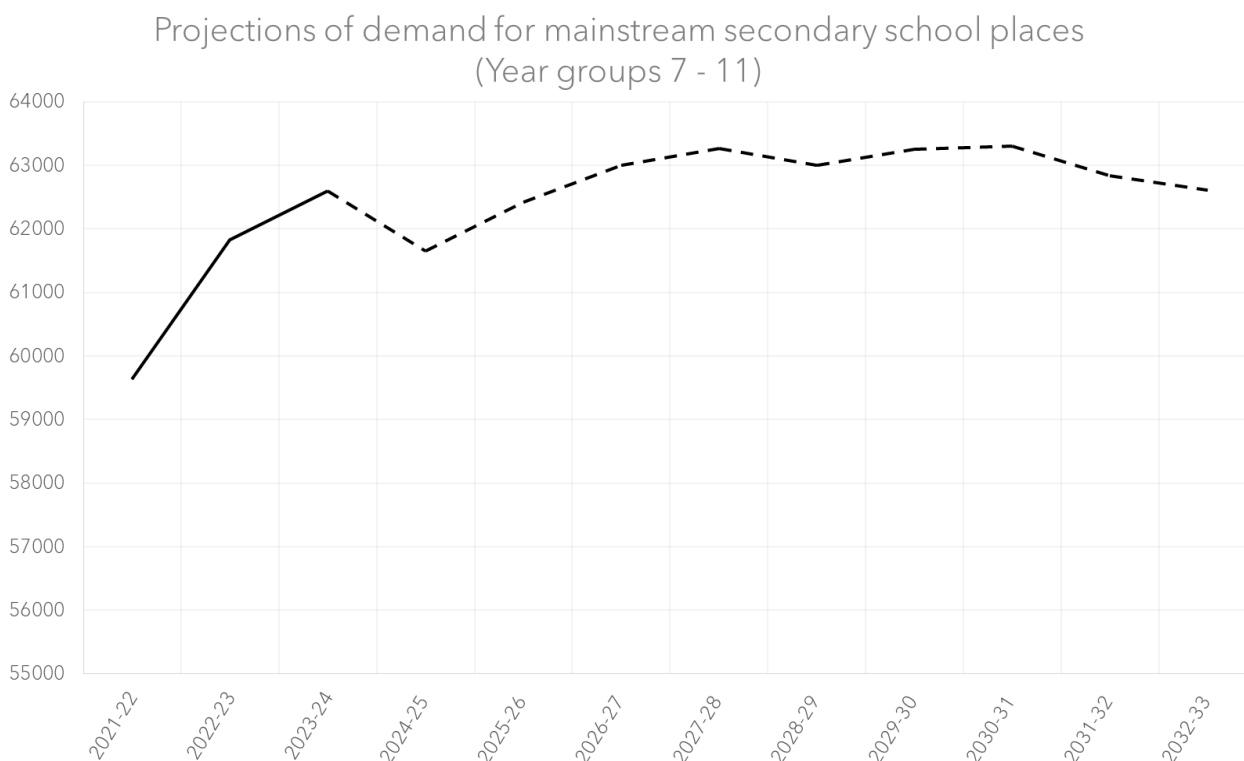
Birth data underpins all forecasts. Birth data is collected by the Office for National Statistics (ONS) by electoral ward. Underlying demographic trends are also considered using mid-year population estimates from the ONS alongside fertility rates and projections of the number of women of child-bearing age. Data on current pupils is also collected from the School Census and used to track pupil movement patterns between schools, in and out of the county and between educational phases (such as primary to secondary). This allows us to establish pupil movement trends, which are then applied to population numbers going forward based on where children are resident or already attending school.

Housing permissions and trajectories are received from the district and borough councils and are combined with birth and pupil movement trends in specialised demographic forecasting software called 'Edge-ucate', which creates pupil projections in a variety of different formats. Projections are also informed by detailed local knowledge enhanced through consultation with parents and carers and good relationships with schools. The resulting pupil projections allow the council to ensure that every Surrey child who requires one is offered a school place.

Demand for places in mainstream schools



In the short term, the falling birth rate will mean the number of children requiring a primary school place is likely to have peaked in 2016/17. After that time any increases in primary school demand will largely be because of inward migration and housing, causing pockets of high demand in certain areas but a landscape of surplus places in others. Surrey’s approach to school planning must therefore adapt to support small and isolated populations in its more rural areas, as well as the more concentrated urban populations.



In the secondary sector, demand is offset by approximately eleven years from birth. This means that the pressures faced in the primary sector are now transitioning into secondary schools. As such, the

secondary school population is projected to increase in most areas in the short term, before stabilising and declining in some areas from 2025 onwards. From this time, any demand pressures in secondary schools are likely to result from migration or additional housing.

Although school place demand is based on areas, it must also consider parental preference for mainstream, or school place requests for children with an EHCP, as parents/students are under no obligation to apply for a place at their nearest school. The council strives to meet parental preference wherever possible and parents are permitted to express preferences for four schools for primary phase, and six schools for secondary phase. Surrey County Council's planning is effective in this regard and for September 2024, the council has been able to offer a place at a preferred school to:

98.8% of Reception applicants
97.1% of Junior applicants
95.9% of Secondary applicants

Demand for places in mainstream schools also includes children with an Education Health and Care Plan whose needs can be met by mainstream educational provision. The number of children with an EHCP and attending a mainstream school has increased by approximately 32% since 2019/20.

Demand for places in post-16 sixth forms and colleges

Participation in education and training for those aged 16-18 (and up to 25 for those with an EHCP) is available in a range of forms:

- full-time study in a school, college or with a training provider; or
- full-time work or volunteering (20 hours or more) combined with part-time education or training leading to relevant regulated qualification; or
- an apprenticeship, traineeship or supported internship.

Projection of demand is more complex for the post-16 age group due to the increased breadth of learner choice compared to those of statutory school age. Potential future demand is determined through analysis of population projections, provider capacity, funding allocations, travel to learn patterns and trends in participation at borough level. Availability of opportunities such as apprenticeships and supported internships are dictated by the labour market and as such can fluctuate creating unexpected pressures in other areas of provision.

The demand being seen within the secondary sector is increasing the pressure on Surrey's post-16 education and training market, further impacted by Surrey being a net importer of learners from neighbouring authorities. Demand is not uniform across the county and there will be pockets of local pressure, particularly in relation to availability of specific sector subject areas. Recent growth in demand for EHCPs is also increasing the pressure on providers offering specialist programmes designed for learners with additional needs and disabilities.

The Council will work with education and training providers alongside local employers to ensure that all young people are encouraged and supported to participate in education and training leading towards sustained employment. This will require a balanced increase in places within school sixth forms and colleges with accommodate learner choice whilst also meeting skills gaps identified by local employers.

Pupil projections for specialist schools and units

In projections for specialist school places for children with Education, Health and Care Plans, Surrey uses the same basic demographic projections as for mainstream pupils and these are underpinned by the same birth, population, and housing data. Pupil movement trends are also determined in a similar way, using information from the school census alongside the council's pupil level information.

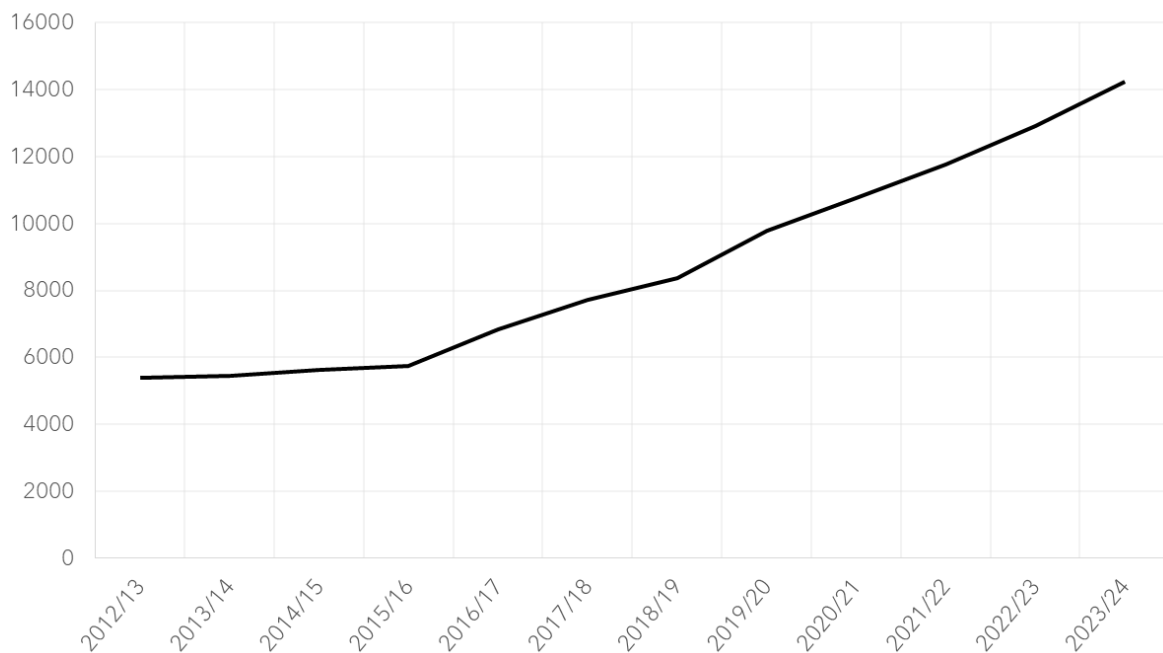
However, whilst the proportion of children with an EHCP attending a mainstream educational setting is included as part of our mainstream projections, the demand generated by those children whose needs mean they require a specialist school place is projected separately. Additional information relating to a child's special educational need, such as their primary need, must be considered, and a much broader range of educational settings, including those in the maintained, academy, non-maintained and independent sectors, are fed into these projections.

Specialist school place demand is currently analysed for each of Surrey's four quadrants (North East, North West, South East and South West) rather than smaller scale planning areas, because it involves a significantly smaller number of pupils and because there is also a wider range of educational provision available. In Surrey, as is the case nationally, specialist provision does not just meet the needs of learners in the immediate surrounding area, so it has a far wider intake than most mainstream schools.

Specialist place sufficiency planning is also informed by detailed local knowledge enhanced through consultation with parents and carers and good relationships with local schools. This supports the strategic approach to evidence-informed place planning.

Demand for places in specialist schools and units

All EHCPs for children and young people aged 0-25 maintained by Surrey



Since 2015, the number of pupils with an EHCP in Reception to Year 14 (ages 4 – 19 years) whose EHCP is maintained by Surrey and who require a specialist school place has more than doubled. Prior to this, pupils' additional needs and disabilities were identified in a Statement, and in the five years from 2010, there was growth of only 5% in the number of Surrey pupils with a Statement. This increase in growth can potentially be attributed, in part, to the increase in the birth rate, the changes

brought about by the Children and Families Act and the SEND Regulations in 2014, the 0-25 SEND Code of Practice in 2015, and the improvements to earlier identification of need.

Growth in all EHCPs for pupils in year groups 0-14 vs growth in students with an EHCP who require a place in a Surrey state maintained specialist educational provision



However, demand is not uniform across the county and there are some areas where there are currently insufficient places to cater for some SEND need types. Developing and maintaining high quality specialist provision in Surrey is therefore vital to ensure placements for the county’s most vulnerable children and young people who have complex additional needs and disabilities and who require specialist educational provision.

The number of maintained specialist school places in year groups Reception to Year 14 across Surrey has grown significantly by 28% over the past five years from around 3,320 in 2019 when the Capital Programme started to around 4,240 places now. Surrey County Council’s [Safety Valve Agreement](#) with the Department for Education, which aims to eliminate the council’s Dedicated Schools Grant High Needs Block (DSG HNB) deficit, includes a condition to deliver an ambitious Special Education Needs and Disabilities (SEND) and Alternative Provision (AP) Capital programme that will improve the long-term sufficiency of state-maintained specialist educational provision that meets the needs of communities across Surrey.

Between 2019 and 2023 Surrey’s Cabinet approved the strategies and capital investment of c£260m for the SEND and AP Capital Programme. With this investment the programme is aiming to deliver a total of 2,440 permanent additional specialist school places across the county between 2019-2027 to create capacity for 5,760 places by 2030/31, which represents growth of 73% from 2019.

SURREY COUNTY COUNCIL**CABINET****DATE:** 25 JUNE 2024**REPORT OF CABINET MEMBER:** CLARE CURRAN, CABINET MEMBER FOR CHILDREN, FAMILIES AND LIFELONG LEARNING**LEAD OFFICER:** RACHAEL WARDELL, EXECUTIVE DIRECTOR CHILDREN, FAMILIES AND LIFELONG LEARNING**SUBJECT:** SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) AND ALTERNATIVE PROVISION (AP) CAPITAL PROGRAMMES AND SPECIALIST SUFFICIENCY TO 2031/32**ORGANISATION STRATEGY PRIORITY AREA:** GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/ EMPOWERING COMMUNITIES**Purpose of the Report:**

Between 2019/20 and 2023/24 Cabinet approved the strategies and capital investment of approximately £217m for Surrey's Special Educational Needs and Disabilities (SEND) Capital Programme and around £43m for the Alternative Provision (AP) Capital Programme, a total of £260m overall. With approved investment, the capital programmes were aiming to create capacity of up to 5,760 state-maintained specialist places by 2030/31.

Challenges including safety standards updates, new conservation liabilities and legislative changes, and ongoing global economic turbulence which affect the construction sector and the costs of all of the Council's capital programmes have continued to increase significantly, impacting the original programmes' delivery within allocated capital budgets.

Cabinet approval is sought to make some changes to the planned use of the remaining total Capital Funding available, reaffirmed by Full Council in February 2024 budget setting and reflected as £189m approved budget allocations in the Medium Term Financial Strategy (MTFS) for the Council's Special Educational Needs and Disabilities (SEND) Capital Programme and the Alternative Provision (AP) Capital Programme for 2024/25 to 2027/28.

The capital investment will enable construction of 2,404 permanent additional specialist places overall and reprovision of 625 place accommodation in existing schools which is no longer fit for purpose to enable viable expansion between 2019/20 to 2027/28, increasing the state-maintained specialist education estate by 74% to 5,761 capacity by 2031/32.

The additional state-maintained specialist provision within Surrey will create a total of 450 new specialist mainstream places in SEN Units and Resourced Provision in mainstream schools and academies (collectively referred to locally as 'Centres'), 1,913 new places in existing Specialist Schools and new Special Free Schools, and 41 additional places in Alternative Provision Schools and Academies.

This is to provide Surrey children with additional needs and disabilities the best opportunities for improved outcomes, to have access to high quality education as close to home as possible, to feel included in their school and local community, and to transition successfully into adulthood.

Recommendations:

It is recommended that Cabinet:

1. Approves the reprofiling of the total Capital Funding approved by Full Council in February 2024 and reflected as a total of £189m budget in the Medium Term Financial Strategy (MTFS) for the Council's Special Educational Needs and Disabilities (SEND) Capital Programme and the Alternative Provision (AP) Capital Programme for 2024/25 to 2027/28.
2. Agrees redirection of resources totalling £5.3m from the approved SEND budget allocation of £148.86m to the approved AP budget allocation of £40.09m for 2024/25 to 2027/28, thereby providing £143.6m for the SEND capital budget and £45.4m for the AP capital budget for 2024/25-2027/28 overall. This enables committed and planned SEND and AP programmes delivery within the approved budgets.
3. Approves withdrawal of six planned projects from the SEND Capital Programme which are not affordable within the 2024/25-2027/28 budget allocation for SEND capital.
4. Agrees to the acceptance of capital liabilities for the new 150 place Special Free School awarded to the Council by the Secretary of State for Education on 13 May 2024 to be funded and delivered by the Department for Education by 2028/29, and addition of four new 20 place specialist Resourced Provisions in maintained mainstream secondary schools and academies ('Centres') which are affordable within the 2024/25-2027/28 budget allocation for SEND capital.
5. Approves the delegation of authority to allocate resources from the approved SEND and AP Capital budgets required for individual projects to the Cabinet Member for Children, Families and Lifelong Learning, following Capital Property Panel's (CPP) financial scrutiny and endorsement. This is in line with Full Council approved amended Financial Regulations from March 2023.
6. Delegates authority to the Section 151 officer, in consultation with the Director of Land and Property, to finalise and approve the terms of all associated legal contracts and agreements to facilitate the recommendations in this paper and approves procurement of the supply chain for the delivery of all associated services required, in accordance with the Council's Procurement and Contract Standing Orders.

Reason for Recommendations:

- Continued investment in the Council's Special Educational Needs and Disabilities (SEND) Capital Programme and the Alternative Provision (AP) Capital Programme 2024/25 to 2027/28 delivery tranches will generate a positive impact on outcomes for Surrey resident children with complex additional needs and disabilities, as well as improving the Council's financial sustainability.

This is aligned with Surrey's partnership Inclusion and Additional Needs strategy, Safety Valve Agreement with the Department of Education and local area post-inspection improvement plans.
- The 33 remaining committed and planned SEND capital projects and five AP capital projects that are proposed to progress are business critical to ensure Surrey County Council (the Council) discharges its statutory duties under Section 3 of the Local Government Act 1999, Sections 13 and 14 of the Education Act 1996 and Part 27 Section 3 of the Children and Families Act 2014.
- The additional capital liabilities for the proposed new special free school, four new mainstream secondary age specialist Centres and confirmed cost increases against 15 committed and planned SEND capital projects and five AP capital projects are affordable within the total Capital Funding approved by Full Council in February 2024 and reflected as a total of the £189m budget in the Medium Term Financial Strategy (MTFS) for the Council's Special Educational Needs and Disabilities (SEND) Capital Programme and the Alternative Provision (AP) Capital Programme for 2024/25 to 2027/28.
- As all project budgets are above the current threshold for £1m, Cabinet's delegated authority is required to enable the Cabinet Member for Children, Families and Lifelong Learning to approve budgets and allocate resources from the approved Capital budget allocations for the Special Educational Needs and Disabilities (SEND) Capital Programme and the Alternative Provision (AP) Capital Programme to individual projects following Capital Programme Panel (CPP) scrutiny and endorsement of financial business cases.
- To that end, agreement is sought for the proposed change to scope and use of defined resources to enable project progression against the Procurement Forward Plan, so that committed and planned capital projects' contracts can be awarded to facilitate target delivery timescales between 2024/25 and 2027/28.

Executive Summary:

Business Case

1. Surrey County Council's Safety Valve Agreement with the Department for Education (March 2022), which aims to eliminate the council's Dedicated Schools Grant High Needs Block (DSG HNB) deficit, includes a condition to deliver an ambitious Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP) Capital programme that will improve the long-term sufficiency of state-maintained specialist educational provision that meets the needs of communities across Surrey.
2. The capital programmes are part of Surrey County Council's Additional Needs and Disability (AND) Transformation Programme and are a significant contributor to the Council's Safety Valve Agreement with the Department for Education (DfE) to achieve overall £150m cost containment by 2026/27.
3. Surrey's High Needs trends (Appendix A) continue to be a significant outlier compared to the county's ten closest statistical neighbours and All England benchmarking, which leads to too many young people with additional needs being separated from their peers. A planned step change is required for how the Council and key partners provide support for children and young people with additional needs and disabilities concurrently with the SEND and AP Capital Programmes' delivery, achieving necessary modifications to commissioning trends which are financially viable.
4. Based on the previous five years' actual sufficiency data, if current local authority commissioning trends continued, then the anticipated growth of children and young people aged 4-19 years requiring a specialist school place in Surrey's state-maintained specialist education estate would peak in 2029/30, with growth of 29% since 2022/23, projecting a total of 6,345 pupils. This is equivalent to a 10 % increase on previous projections that underpin the currently approved scope of the SEND and AP Capital Programmes, and therefore means that the Council, Trusts, schools and wider system-partners need to flex the approach to continue to meet Surrey resident children's needs.
5. The aim of the SEND and AP Capital Programmes is to create a fit for purpose state-maintained estate with more places for Surrey resident children with special educational needs, reducing reliance on out of county and Non-Maintained Independent (NMI) placements. The main goals are to increase the availability of Centres in mainstream schools, and to create additional places in specialist school provision within Surrey to provide local children with the most complex profiles of need the best opportunities for improved outcomes. This will help our children feel more included, to transition successfully into adulthood, and provide high quality education closer to home.
6. So far (2019/20-2023/24), 43 permanent construction projects have been successfully completed, delivering 1,058 additional built places with around £71m spend to year end 2023/24 (Appendix B). Expansion of our specialist education estate by 28% since 2019 has increased the number of maintained specialist places in Surrey from c3,320 places when the programme started in 2019 to around 4,240 place capacity now (Appendix C).

7. Annual additional place availability differs from annual built places. This is because once construction projects have been completed and new provision is handed over, schools and Trusts need to build their staffing and resource capacity against planned pupil place growth and funding models agreed with the Commissioning Authority and DfE.
8. Table 1 details the impact of specialist education estate expansion, successfully realising over £24m cost containment to Surrey's Dedicated Schools Grant High Needs Budget High Needs Block (DSG HNB) against the target of £23m between financial years 2019/20-2023/24.

Table 1: Capital Delivery and Sufficiency Impact 2019/20-2023/24

Year	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
Additional Built Places delivered in the period 2019/20-2023/24	1,058					1,058
New Places Used by Commissioning Authority in the period 2019/20-2023/24	77	74	285	247	197	880
Incremental Cost Containment in the period 2019/20-2023/24 <small>(based on average £30k difference between Independent and state-maintained school place costs per pupil per year)</small>	£1.54m	£2.25m	£6.44m	£7.79m	£6.41m	£24.43m
DfE Safety Valve Capital and Sufficiency Strand Targets in the period 2019/20-2023/24	£23.1m					£23.1m

9. AND Transformation Programme portfolios are subject to an annual 'health check' whereby performance to date against key strategies, budget allocations, organisational priorities and future plans are reviewed in detail against benefits realisation. For the capital programme, this was conducted between November 2023 and April 2024. The review included detailed analysis of delivery viability and cost with the Council's lead technical consultant, AtkinsRéalis, and examination of projected need in the medium to long term against planned growth to the current state-maintained specialist education estate with key stakeholders.

10. Conclusions of the review suggested that it is now costing more to deliver the remaining approved scope of the SEND Capital Programme and the AP Capital Programme within the approved budget allocations totalling £189m for 2024/24-2027/28. Challenges including safety standards updates, substantial maintenance obligations at viable school sites to enable successful expansion, and ongoing global economic turbulence during this have affected costs from 2023/24 to 2027/28, in turn impacting the original programmes' delivery within the allocated capital budgets.
11. New conservation liabilities and legislative changes impact all of the Council's capital programmes. The majority of the remaining committed and planned projects in the SEND and AP Capital Programmes are medium and major new build requiring longer programmes with greater exposure to market risk. This is as compared to the previous delivery tranches where a considerable proportion were refurbishment, internal adaptations and small-to-medium new build only.
12. The UK has been experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering services. Coupled with continued unstable market conditions and additional legislative liabilities specific to the construction sector, increasing need and fixed Government funding, this requires an increased focus on financial management to ensure the Council can continue to deliver services within available funding.
13. To conclude the SEND and AP Capital Programmes' annual review, an options appraisal was modelled, costed, and assessed against the Council's partnership Inclusion and Additional Needs Strategy, Post-inspection local area improvement plans and Safety Valve agreement. The appraisal informed necessary changes to planned capital spend and scope to deliver the SEND and AP capital programmes within the available budget allocations. The options appraisal developed with Education and Commissioning Services and wider stakeholders was presented to the Corporate Leadership Team (CLT) on 30 April 2024 and to the Cabinet on 14 May 2024. These options included where Cabinet's decisions are required on:
 - a. Projects in development where additional capital investment within approved budget allocations is needed to address the projected budget shortfall against fifteen SEND projects and five AP projects enabling contracts to be awarded and schemes to proceed.
 - b. Proposed changes to the programme's current scope to align with the Inclusion and Additional Needs Strategy objectives, including national reform and evolving local area improvement plans to best meet local need in the long term. This includes six current planned projects that will now not continue to be progressed and five new competitive application opportunities for schools and Trusts (Appendix D)
14. Agreement to progress delivery of the next 38 SEND and AP projects between 2024/25 and 2027/28 is essential to enable contracts to be signed in time to ensure delivery achieves annual place availability and long term sufficiency from 2024/25 to 2032/33 (Appendix E). Failure to achieve annual sufficiency targets increases the Council's risk to default and compliance on Surrey's Safety Valve Agreement, resulting enhanced

monitoring by DfE and suspended payments to the Dedicated Schools Grant High Needs Block.

15. Proposed changes to approved capital budget allocations and scope would achieve overall specialist education estate expansion by 74% from around 3,320 places when the SEND and AP Capital Programmes started in 2019, to 5,761 places by 2031/32 (Appendix E). Continuing to increase capacity in the state-maintained specialist education estate is essential to Surrey delivering a sustainable High Needs Block.
16. Table 2 shows the impact of specialist education estate expansion, successfully realising a further £47.7m cost containment to Surrey's Dedicated Schools Grant High Needs Budget High Needs Block (DSG HNB) between financial years 2024/25-2032/33.

Table 2: Capital Delivery and Sufficiency Impact 2024/25-2032/33

Year	Previous Years	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	GRAND TOTAL
Additional Built Places to be delivered in the period 2024/25-2027/28	1,058	1,346				0					2,404
New Places Available for Use by the Commissioning Authority in the period 2024/25-2031/32	880	261	264	174	261	228	144	96	96	0	2,404
Incremental Cost Containment in the period 2024/25-2032/33 <small>(based on average £30k difference between independent and state-maintained school place costs per pupil per year)</small>	£24.43m	£7.19m	£7.89m	£6.12m	£6.96m	£7.71m	£5.16m	£3.36m	£2.88m	£0.96m	£72.12m
DfE Safety Valve Capital and Sufficiency Strand Targets for the period 2024/25-2032/33	£23.1m	£43.9m									£67m

Benefits of the proposed action for Surrey residents include

17. Surrey resident pupils with additional needs and disabilities who require a specialist school or alternative provision placement can attend their nearest most appropriate state-maintained school close to home and rooted in their local community.
18. Provides residents in identified areas of the county where there are identified shortfall of specialist provision access to the same level of high-quality specialist support as the rest of Surrey.
19. Helps to ensure Surrey's Local Offer continues to match the identified needs of children and young people who have additional needs and disabilities across the county.

20. Aligns with Surrey's Preparation for Adulthood programme and strategy for post-16 to create local further education and employment pathways such as apprenticeships and supported internships. This enables Surrey resident pupils who have additional needs and disabilities to make a successful transition to adulthood and secure future employment.
21. Reduces journey times between home and school and associated transport costs and maximises opportunities for pupils to develop independent travel skills where possible. This will also help to address local congestion around specific school sites as well as traffic flow around the county, which will be of benefit to Surrey's Green Agenda.
22. The new local mainstream, specialist school and alternative provision places ensure children with additional needs and disabilities have increased access to the right local educational provision that achieves high quality outcomes. Improved and increased provision of specialist provision in mainstream schools enables more Surrey-resident children with additional needs to attend the same schools as their siblings and neighbours, and state-maintained specialist school provision closer to their home.
23. The SEND and AP Capital Programmes directly support considerable achievement of containment of cost that results in an in-year balance in the DSG HNB by 2032/33, allowing Surrey to continue to deliver services and support for children, young people, and families, whilst remaining financially sustainable.

Consultation:

24. Public consultation continues to be undertaken in line with Department for Education statutory processes for Making Significant Changes to Maintained Schools or an Open Academy by Mutual Agreement processes. This public-facing work has demonstrated that fair and open local consultation has been undertaken with all stakeholders who could be affected by the proposed change, and that the Local Authority or Academy Trust has considered all responses received.
25. The Lead Cabinet Member for Children, Families and Lifelong Learning and the Regional Director approvals for the statutory significant changes on behalf the Secretary of State for Education have been secured where necessary.
26. Public consultation continues to be carried out for each approved project in line with statutory Planning Consultations and Judicial Review periods for Land and Property developments.

Risk Management and Implications:

27. All Council building and refurbishment projects are required to include risk, issue, and quality registers. Identified risks and planned mitigations at Programme-level are outlined below:

	Risk description	Mitigation action/strategy
i.	Change of scope/ technical approach and impact on project costs	Projects have been and continue to be assessed through detailed feasibility and progressed through RIBA (Royal Institute of British Architects) Plan of Work stage boundaries. Capital delivery has rigorous monitoring and change control procedures in place. Final costs have been determined for all schemes and validated against updated benchmarking by SCC's appointed cost consultants AtkinsRéalis. These include: <ul style="list-style-type: none"> • Construction costs • Professional fees • Inflation • Client costs • Appropriate costs and contingencies associated with improved sustainability standards, new conservation requirements and considerations relating to buildings that are net zero carbon in operation and with additional climate resilience measures.
ii.	Ongoing volatile construction industry market conditions	Appropriate contingency provision has and continues to be determined prior to progression to RIBA stage 5 Construction. The technical approach and scope for individual schemes is defined against capped budgets and updated industry and sector benchmarking. Any risks that may arise during the builds are proactively managed out within approved budget allocations.
iii.	Planning Approval and adherence to statutory determination timescales	Planning approval is secured for projects in contract and due imminent contract start. Planning approval continues to be sought and due process adhered to, as advised by SCC's appointed Planning Consultants Vail Williams. Mitigated by Land and Property Service Level Agreement agreed and in place, and additional resource for Reg 3 for additional planning officers and ongoing monitoring. Regular monthly meetings set up by Capital delivery portfolios to enable better communications between teams and proactive issue management.
iv.	Procurement timescales	Mitigated by ongoing work to identify most efficient and appropriate procurement routes per scheme between SCC teams and wider consultant team to ensure prompt finalisation.
v.	Meeting the Safety Valve Agreement	The addition of the three DfE Special Free Schools (Betchwood Vale Academy, Frimley Oak Academy and the New Special Free School) beyond the current Safety Valve agreement enables potential cost containment of £72m is achievable overall with proposed changes to the SEND and AP Capital budget allocations. This reduces pressure on other less mature Safety Valve strands by around £5m.

28. Each project's scope must meet statutory and legislative requirements and design guides for SEND and AP education provision (Building Bulletin 104). Designs have been reviewed and value engineered to be restricted to essential requirements for the schools, with cost effective designs and materials selected to ensure efficiency of investment.
29. CPP's endorsement provides assurances of consistency with the Council's Corporate Strategy, Capital and Investment Strategy, Asset and Place Strategy, Highways & Transportation Asset Management Plan and Directorate Strategies.

Financial and Value for Money Implications:

30. The previous approved Medium Term Financial Strategies (MTFS) between 2019/20-2022/23 and 2023/24-2027/28 provided budget allocations of £217m for the SEND Capital Programme and £43m for the AP Capital Programme, totalling £260m overall.

Table 3: Total SEND Capital and AP Capital budget allocations

MTFS Budget Allocations 2019/20-2027/28	
SEND Capital budget	£217m
AP Capital budget	£43m
TOTAL	£260m

31. Between financial years 2019/20 and 2023/24, 43 completed schools construction projects delivered accommodation for 1,058 additional built places at a cost of £71m.

Table 4: Total spend against SEND Capital and AP Capital budget allocations

Spend against approved budget allocations: Financial Years 2019/20-2023/24	
SEND Capital Spend	£68m
AP Capital Spend	£3m
TOTAL	£71m

32. Remaining approved budget allocations, reaffirmed by the Council in February 2024 budget setting for financial years 2024/25-2027/28 are:

Table 5: Remaining approved SEND Capital and AP Capital budget allocations

Remaining approved budget allocations: 2024/25 to 2027/28	
SEND Capital budget	£149m
AP Capital budget	£40m
TOTAL	£189m

33. Although significant progress has been made to improve the Council's financial position, the financial environment remains challenging. The remaining funding available to deliver the SEND and AP Capital Programmes' 2024/25 to 2027/28 delivery tranches is £189m, which includes the 2023/34 carry forward. This is part of the refreshed Capital MTFS (Medium Term Financial Strategy) approved by Cabinet in February 2024.

34. Cabinet's approval for reprofiling of the budget allocations would provide £143.6m for SEND Capital (reduced from £148.86m) and £45.4m for AP Capital (increased from £40m) against committed and planned projects in the remaining delivery tranches.

Table 6: Remaining approved SEND Capital and AP Capital budget allocations

Revised Approved Budget Allocations: 2024/25 to 2027/28	
SEND Capital budget	£143.6m for the 33 remaining SEND projects
AP Capital budget	£45.4m for the remaining 5 AP projects
TOTAL	£189m

35. Continued investment within the approved budgets will deliver a total of 2,404 additional specialist school places and re-provide 625 existing places which are currently in accommodation that is at end of life and not fit for purpose to meet the changing needs of children with additional needs and disabilities.
36. Table 7 details the profiled spend against the 38 named SEND and AP projects that are affordable within the approved MTFs and will be taken forwards under the SEND and AP Capital Programme's delivery tranches. All projects have confirmed scopes and capped budgets that the Council's appointed Cost Consultants, AtkinsRéalis, have advised upon.

Table 7: Capital cost profile and funding

Capex and Funding Profile	2024/25 £'m	2025/26 £'m	2026/27 £'m	2027/28 £'m	2028/29 £'m	2029/30 £'m	Total £'m
Total Scheme cost	47.0	61.8	50.6	29.5	-	-	189.0
Funded by:							
Government Grant	5.4	-	-	-	-	-	5.4
SCC Funding Required	41.6	61.8	50.6	29.5	-	-	183.6
Total Funding	47.0	61.8	50.6	29.5	-	-	189.0

37. The 2024/25 to 2027/28 delivery tranches will realise c£48m per annum total cost containment potential to Surrey's Dedicated Schools Grant High Needs Budget (DSG HNB) once all 1,524 additional places are filled and the new provision is at full capacity by 2031/32. Appropriate financial governance and reporting continues to be in place, including oversight and assurance through Capital Property Panel. Delivery costs continue to be validated and assessed against benchmarked industry and sector indicators to ensure value for money is being obtained as far as possible.
38. Of the 1,524 additional place availability that can be by the SEND and AP capital programmes between 2024/25-2031/22 within the approved budget allocations, equivalent specialist school places in the independent sector would equate to around £81m per year every year, which is based on an average unit cost of £53k per pupil per annum for independent sector provision. This is compared to the average cost for state-maintained specialist and alternative provision school places at £23k per pupil per annum and equivalent costs for 1,524 places of £35m.
39. Provision of the additional state-maintained specialist school places would generate an approximate saving from 2024/25-2031/32 of £30k per pupil place per year. Placement costs differ according to individual children's specific additional needs and disabilities.

The figures for independent and state-maintained specialist provision represents an overall average, which we believe to be a fair reflection of the cost containment to be achieved per pupil place per year through increasing state-maintained specialist provision in Surrey.

40. The SEND and AP Capital Programmes' progress and delivery tranches are aligned with the achievement of SCC's Safety Valve Agreement. Table 8 shows the cumulative savings and efficiency across all years once the new places are filled and the associated borrowing costs; for the period up to 2032/33 the total efficiency (net of borrowing costs) is £26.7m. Efficiencies continue for the period each new place is filled by a pupil who would otherwise have been educated in an independent SEND or AP provision.

Table 8: Efficiency savings / Value for Money / Revenue implications

Income and expenditure	2024/25 £'m	2025/26 £'m	2026/27 £'m	2027/28 £'m	2028/29 £'m	Total £'m
Income	-	-	-	-	-	-
Savings	(7.19)	(7.89)	(6.12)	(6.96)	(7.71)	(35.87)
Gross savings/income (input positive)	(7.19)	(7.89)	(6.12)	(6.96)	(7.71)	(35.87)
Revenue Cost						
Revenue costs	-	-	-	-	-	-
Net costs / (efficiencies) before borrowing)	(7.19)	(7.89)	(6.12)	(6.96)	(7.71)	(35.87)
Borrowing Costs	2.08	3.09	2.53	1.47	-	9.17
Net Cost / (efficiency)	(5.11)	(4.80)	(3.59)	(5.49)	(7.71)	(26.70)

41. The revenue efficiencies relating to the financial year the places created are realised from the September. The efficiency is pro-rated across the remaining financial year and continues into future years as full year efficiencies. Borrowing costs are held corporately.
42. Continued investment within the approved MTFs of £189m for the SEND and AP capital budgets realises total cost containment potential to Surrey's Dedicated Schools Grant High Needs Budget (DSG HNB) of up to £72m by 2032/33 (including prior years efficiencies already achieved as shown in Table 2). This is subject to the Commissioning Authority allocating places to children and young people who would otherwise have been diverted to the independent sector, and once all new provisions are at full capacity. The net savings from 2024/25 to 2028/29 (Table 4) will be £26.7m.
43. The future of the DSG HNB achieving the planned Safety Valve trajectory is a significant factor in the Council's medium term financial position. Expanding local state-maintained specialist provision and reducing reliance on the NMI sector is the single biggest contributor to returning the DSG High Needs Block to financial sustainability.

Section 151 Officer Commentary:

44. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve the Council's financial resilience and whilst this has built a stronger financial base from which to deliver our services, the cost-of-service delivery, increasing demand, financial uncertainty and government policy changes mean we continue to face challenges to our financial position.
45. This requires an increased focus on financial management to protect service delivery, a continuation of the need to deliver financial efficiencies and reduce spending in order to achieve a balanced budget position each year.
46. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 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.
As such, the Section 151 Officer supports the capital investment for the provision of additional Local Surrey state funded specialist and alternative provision.

Legal Implications – Monitoring Officer:

47. Cabinet has previously agreed the funding necessary for an ambitious Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP) capital programme. This report is produced following the annual "health check" of the programmes and in response to the conclusion that some projects have become unaffordable and some financial right sizing needs to take place.
48. The Monitoring Officer comments provided at the point that Cabinet approved the programmes remain valid. The programmes as a whole will help the Council to fulfil its' statutory duty to meet the needs of young people with special educational needs and disabilities. As the programmes progress, site specific legal advice should be taken in relation to land, procurement and any governance issues.

Equalities and Diversity:

49. Surrey's SEND and AP Capital Programmes are expected to have a positive impact on Equalities and Diversity, because of increasing the number of Surrey children and young people who will have their additional needs better met by local schools and provision in their local area.
50. Individual Equalities Impact Assessments have been undertaken in line with the Department for Education statutory processes for Making Significant Changes to Maintained Schools or an Open Academy by Mutual Agreement and Establishing a New Academy: Special Free School Presumption and Central Routes.

Other Implications:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	The programmes of capital investment directly support the Surrey Corporate Parenting Strategy 2023-2025. Increasing the sufficiency of state-maintained provision in Surrey for children and young people who require specialist school places and/or who are looked after will enable better long-term outcomes, with children closer to home and more connected to local communities and support services. Local capital investment improves value for money through the strengthening of collaboration with local providers, as well as other local authorities to manage the market more effectively.
Safeguarding responsibilities for vulnerable children and adults	The Council has a duty to promote and improve safeguarding in education as well as educational outcomes for all children and young people who are vulnerable or disadvantaged. The creation of additional specialist capacity closer to home supports highly effective joint agency monitoring to safeguard children and reduced demand on care services.
Environmental sustainability	The provision of additional state-maintained specialist provision closer to home will reduce the average journey times for learners. This also supports the development of sustainable and independent travel skills for pupils with additional needs and disabilities learning needs, which is aligned with Preparation for Adulthood outcomes.
Compliance against net-zero emissions target and future climate compatibility/resilience	Design philosophy that has been adopted to create new or refurbish and extend existing buildings will support low energy consumption, reduce solar gain, and promote natural ventilation. Any proposals will be in line with this policy and any new building will be to the standards in the local planning authority's adopted core planning strategy. Commitment to drive forward the transition to a zero-carbon built environment, through the pursuit of lower operational energy use, increased supply of renewable energy to Surrey's buildings and reduced embodied carbon – the GHG emissions associated with non-operational phases like construction.

What Happens Next:

52. Next steps include:

- a. Following conclusion of Cabinet's calling-in period on Tuesday 2 July, Education and Property hold face to face meetings with and send written communications to potentially impacted schools and Trusts to confirm next steps for individual SEND and AP schemes.
- b. Wider internal and external stakeholder communications week commencing Monday 8 July.
- c. Formal project closure of five SEND Capital Projects. Standing down of Technical Consultancy Teams and archiving of project documentation.
- d. Revision of Cabinet Member for Children, Families and Learning Decision Forward Plan for 2024/25.
- e. Progression of planning submissions, consultation and engagement activities for statutory significant changes for schools and academies, and financial/ Cabinet Member decisions on individual project budgets for committed and planned SEND and AP projects, held back from April 2024 and onwards.
- f. Continued delivery of committed and planned SEND and AP projects in progress and in development.
- g. Initiation of competitive process by SCC and DfE to identify prospective sponsors (Trusts) for the New Special Free School and Secondary Mainstream Centres.
- h. Ongoing regular progress update communications to internal and external stakeholders prior to SEND and AP Programme formal closure in 2027/28.

Report Author: Emilie Williams-Jones, Programme Manager SEND and AP Capital Programmes, emilie.williamsjones@surreycc.gov.uk

Consulted:

Internal

- Cabinet Member for Children, Families and Lifelong Learning, Clare Curran
- Cabinet Member for Property and Waste, Natalie Bramhall
- Cabinet Member for Finance and Resources, David Lewis
- Executive Director Children, Families and Learning, Rachael Wardell
- Executive Director Environment, Infrastructure and Growth, Katie Stewart
- Director Finance Insights and Performance, Rachel Wigley
- Director Corporate Finance and Commercial, Anna D'Alessandro
- Director Education and Learning, Julia Katherine
- Director Commissioning for Transformation, Suzanne Smith
- Interim Director Land and Property, Simon Crowther
- Interim Director Law and Governance, Asmat Hussain
- Principal Lawyer Legal Property, Kate Patel
- Principal Lawyer Legal Contracts and Special Projects, Greta O'Shea
- Strategic Finance Business Partner Corporate Finance, Nicola O'Connor
- Strategic Capital Accountant, Joe Stockwell
- Strategic Finance Business Partner Improvement & PPG, Louise Lawson
- Strategic Finance Business Partner CFLL, Kay Goodacre

- Senior Finance Business Partner Improvement & PPG, Vena Kaur Bhakar
- Assistant Director AND Transformation, Suzi Stern
- Assistant Director Capital Delivery, Elaine McKenna
- Head of Education, Carrie Traill
- Assistant Director Commissioning AN&D and Social Care, Eamonn Gilbert

External

In line with Statutory Consultation for [Making significant changes \('Prescribed Alterations'\) to maintained schools](#) and [Making significant changes to an academy](#) Parents, Carers, School Staff, School Governors, local schools, Department for Education, Local Voluntary and Charitable Organisations for children with additional needs and disabilities, Parent Carer Forum, District, Borough & County Councillors, Divisional Members, Trusts, Unions and other Local Authorities.

In line with statutory Planning Consultation for Land and Property development (Surrey County Council Planning Authority): Reg 3, General Public, Neighbours, Key Consultees.

Appendices:

Appendix A: Surrey High Needs Trends: Department for Education High Needs Benchmarking Tool 2023/24

Appendix B: SEND and AP Capital Programmes Additional Built Places and SCC Capital Investment 2019/20 to 2027/28

Appendix C: SEND and AP Capital Programmes Year on Year Additional Place Availability 2019/20 to 2031/32

Appendix D: Proposed changes to SEND Capital Programme Scope, affordable within the approved MTFS

Appendix E: State-Maintained Specialist Education Estate Growth 2019/20 to 2032/33

Part 2 report

Sources/background papers:

SEND and AP Capital Strategies

[SEND Capital Programme Phase 1 Cabinet Reports 24/09/2019](#)

[SEND Capital Programme Phase 2 Cabinet Report 29/09/2020](#)

[SEND Capital Programme Phase 3 Cabinet Report 26/01/2021](#)

[SEND Capital Programme Phase 4 Cabinet Report 25/01/2022](#)

[SEND Capital Programme 2023 2024 Delivery Tranche Report 28/03/2023](#)

[AP Capital Programme Cabinet Report 25/10/2022](#)

Cabinet Decisions

[SEND Capital Programme Phase 1 Cabinet Decision 24-Sep-2019](#)

[SEND Capital Programme Phase 2 Cabinet Decision 29-Sep-2020](#)

[SEND Capital Programme Phase 3 Cabinet Decision 26-Jan-2021](#)

[SEND Capital Programme Phase 4 Cabinet Decision 25-Jan-2022](#)

[SEND Capital Programme 2023 2024 Delivery Tranche Cabinet Decision 28-Mar-2023](#)

[AP Capital Programme Cabinet Decision 25-Oct-2022](#)

Surrey Inclusion and Additional Needs Partnership Strategy

[Surrey Inclusion and Additional Needs Partnership Strategy 2023 to 2026](#)

Surrey Local Area CQC Ofsted SEND Inspection Reports

The Local Area SEND Inspection outcome [report](#), published on Friday 24 November 2023

Surrey Local Area SEND Strategic Improvement Plan, January 2024

[Local Area SEND Strategic Improvement Plan](#)

DfE Safety Valve Agreement

Surrey County Council Safety Valve Agreement (Mar 2022) [Surrey SV Agreement](#)

DfE Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP) Improvement Plan

[SEND and Alternative Provision improvement plan - GOV.UK \(www.gov.uk\)](#)

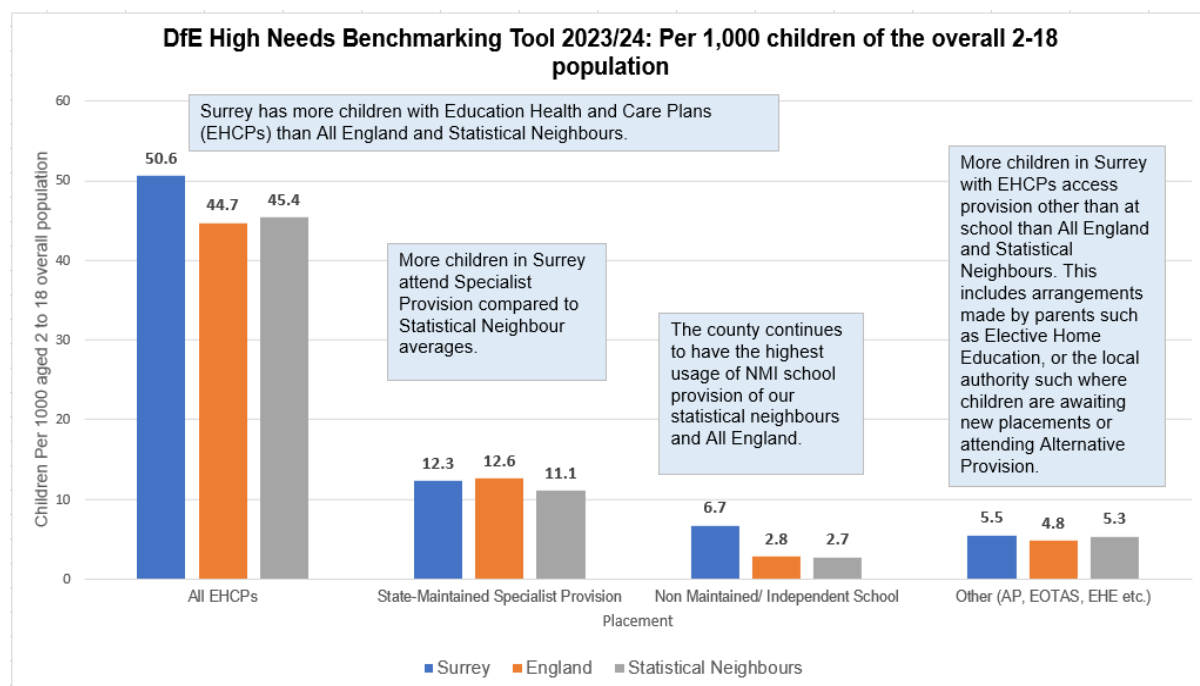
Appendices:

KEY	
Code	School Designation
Alternative Provision	Alternative Provision School
ASD	Autism/ Autistic Spectrum Disorder
Mainstream School	Mainstream School
MLD/SpLD	Moderate/Specific Learning Difficulties
SEMH	Social, Emotional, Mental Health Needs
SLCN	Speech, Language and Communication Needs
SLD/PMLD	Severe/Profound and Multiple Learning Difficulties
VI	Visual Impairment

Appendix A: Surrey High Needs Trends: Department for Education High Needs Benchmarking Tool 2023/24

The Department for Education High Needs Benchmarking Tool is comparative tool designed to help local authorities plan for future high needs spend and provision. This table sets out Surrey’s High Needs Trends as compared to ten closest statistical neighbours and all England per 1,000 children of the overall 2-18 population.

Graph 1: Surrey High Needs Trends: Department for Education High Needs Benchmarking Tool 2023/24



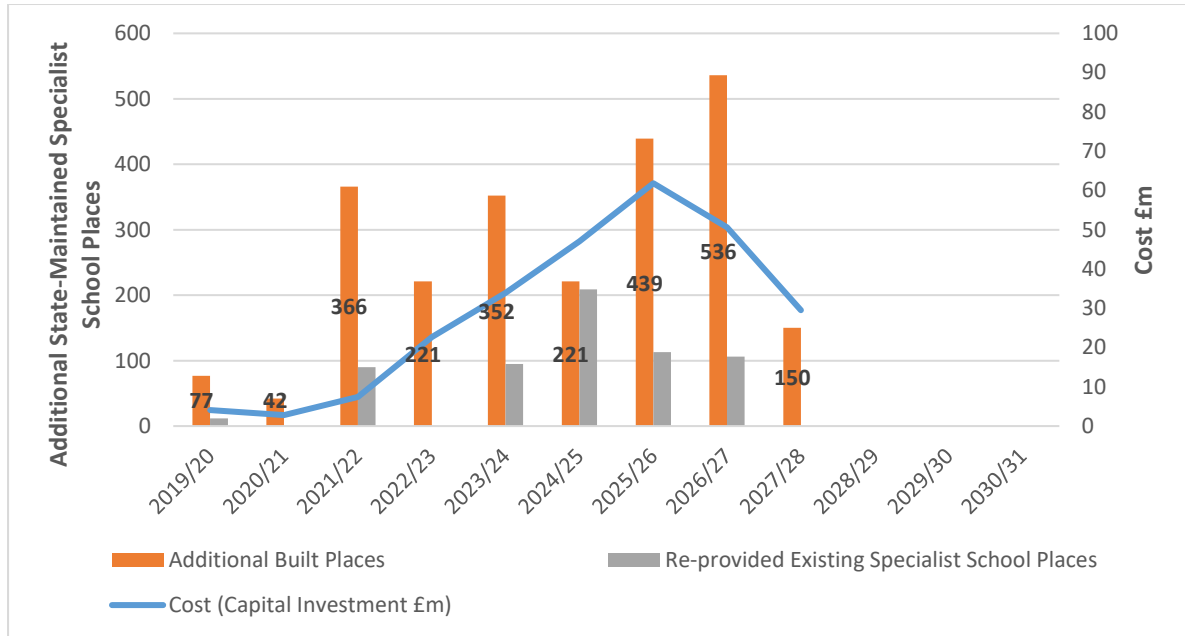
Surrey’s ten closest statistical neighbours are:

- Cheshire East
- Cambridgeshire
- Hertfordshire
- Bracknell Forest
- Buckinghamshire
- Hampshire
- Oxfordshire
- West Berkshire
- Windsor and Maidenhead
- Wokingham

Appendix B: SEND and AP Capital Programmes' Built Places and SCC Capital Investment

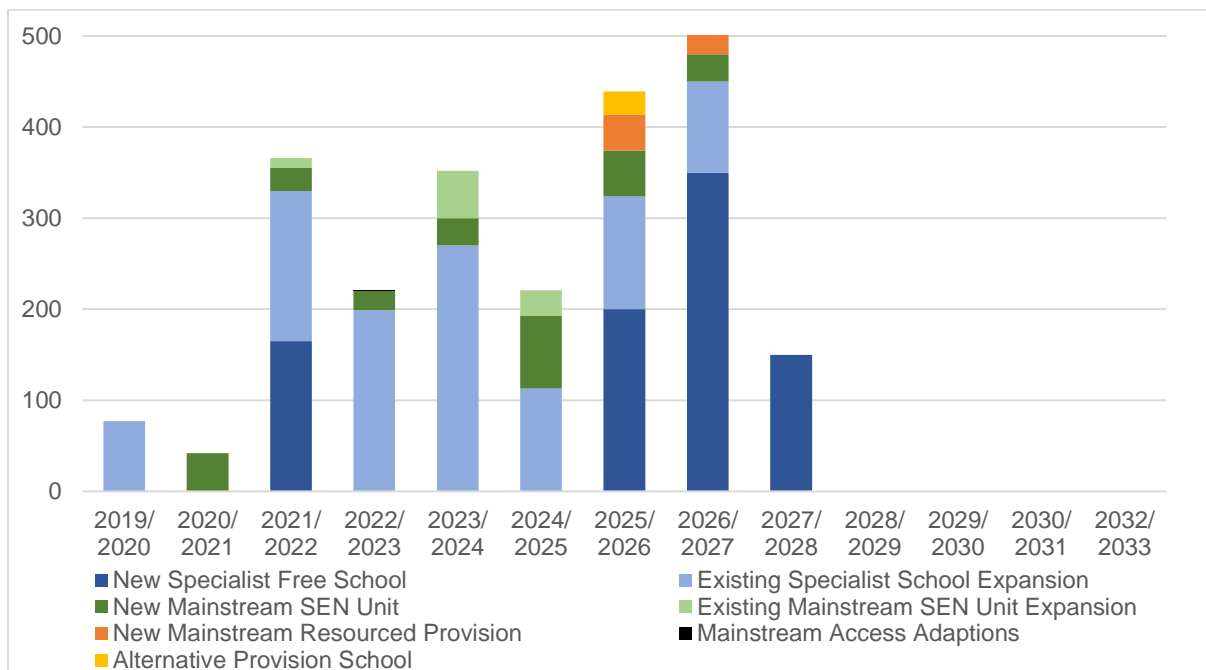
Graph 2 sets out the number of additional built places and reprovided places that have and will continue to be delivered between 2019/20 and when the SEND and AP capital programmes close at the end of 2027/28.

Graph 2: Additional built places by Provision Type per Year



Graph 3 shows the split of built places by types of new provision created. For example, 79% of the additional places will be delivered through expansions of existing specialist schools and the opening of new specialist Free Schools, and 19% through the creation of new Centres in mainstream schools and 2% through the relocation, consolidation and rebuild of existing Alternative Provision schools.

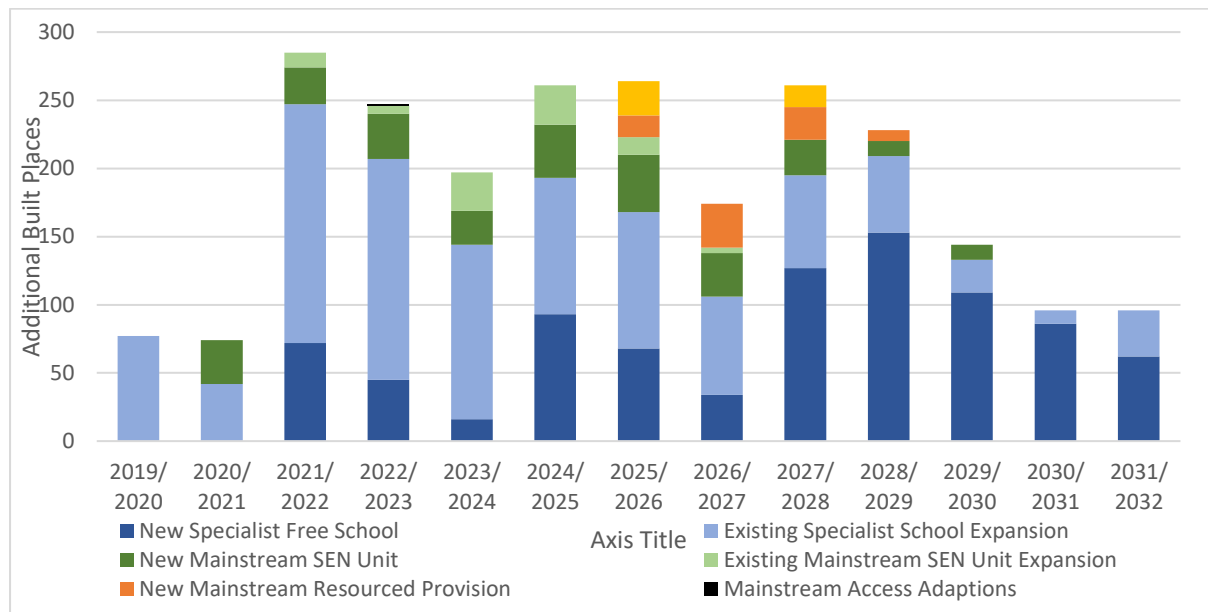
Graph 3: Additional built places by Provision Type per Year



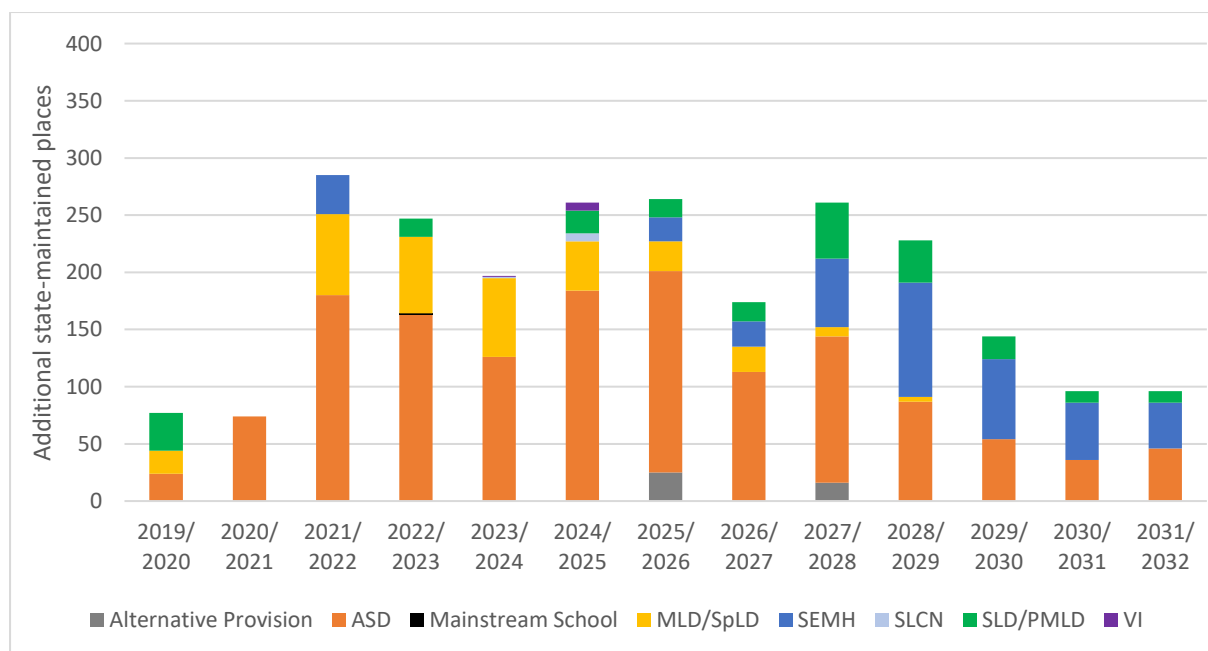
Appendix C: SEND and AP Capital Programmes Year on Year Additional Place Availability 2019/20 to 2031/32

Graphs 4 and 5 set out the ‘phasing in’ of the total of 2,404 additional built places being created by showing when they will become available to use by the Commissioning Authority to allocate to Surrey resident children and young people with additional needs and disabilities. Graph 4 breaks those places down by provision type and Graph 5 shows the designation of the new provision in terms of the pupil needs they are designed to meet.

Graph 4: SEND and AP Capital Programmes Additional Annual Place Availability by Provision Type



Graph 5: SEND and AP Capital Programmes Additional Annual Place Availability by School Designation and Children and Young People’s Needs



Appendix D: Proposed changes to SEND Capital Programme scope 2024/25 to 2027/28

Table 9 and Table 10 show the proposed changes to the SEND Capital Programmes's scope. This includes proposed withdrawal of six planned projects which are not affordable within the MTFs, and addition of five new projects which would achieve delivery within the Cabinet approved capital budget allocation for SEND.

Table 9: Proposed withdrawal of six planned capital projects from the SEND Capital Programme

Capital Programme	Reference	School / Project	Target Practical Completion	Additional Places	Reprovided Places
SEND	1	Project 1 (Specialist School expansion)	Dec-25		
	2	Project 2 (Specialist School expansion)	Jun-26		
	3	Project 3 (Specialist School expansion)	Aug-25		
	4	Project 4 (Specialist School expansion)	Apr-28		
	5	Project 5 (New mainstream SEN Unit)	Jul-25		
	6	Project 6 (New mainstream SEN Unit)	Jul-25		
		Total		317	140

Table 10: Proposed addition of five new projects to the SEND Capital Programme

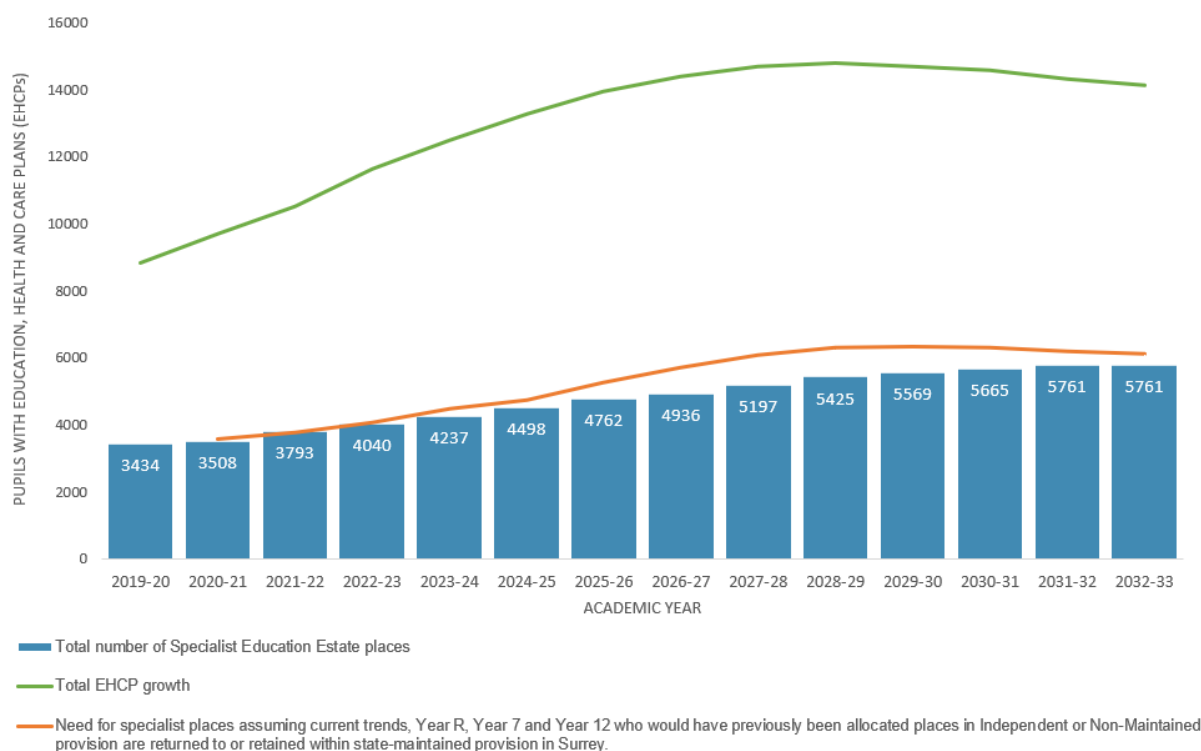
Capital Programme	Ref	School / Project	Practical Completion Date	Additional Places	Reprovided Places
SEND	1	Mainstream Resourced Provision 1	Sep-25	20	0
	2	Mainstream Resourced Provision 2	Sep-25	20	0
	3	Mainstream Resourced Provision 3	Sep-26	20	0
	4	Mainstream Resourced Provision 4	Sep-26	20	0
	5	New SEMH Specialist Free School (DfE Delivery)	Aug-28	150	0
		Total		230	0

Appendix E: Surrey State-Maintained Specialist Education Estate Growth 2019/20 to 2032/33

Planned changes to the SEND and AP Capital Programmes budget allocations within the approved MTFs and the SEND Capital Programme's scope creates the following benefits:

- Increasing the availability of specialist provision and the right support in mainstream and specialist schools to create an appropriate continuum of provision, increasing local provision in local areas.
- Bringing Surrey into alignment with national reform, which is best for children's long-term outcomes, increasing inclusion, independence and successful transition to adulthood.
- Represents the best value for money, meeting the needs of communities in the long term.
- Achievement of SCC's Safety Valve Agreement compliance enabling the embedding of financially sustainable practices to work within the level of funding available.

Graph 6: Surrey State-Maintained Specialist Education Estate Growth and Capacity to 2031/32



Earlier identification and intervention of children's needs and broader Additional Needs and Disabilities (AND) Transformation activity aims to reduce need for specialist places and specialist services through achieving greater inclusion opportunities for more children in local mainstream provision. This addresses the gap between specialist education estate capacity and current projected need to 2031/32 and beyond.

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SURREY COUNTY COUNCIL**CABINET**

DATE: 25 JUNE 2024

REPORT OF CABINET MEMBER: NATALIE BRAMHALL, CABINET MEMBER FOR PROPERTY, WASTE AND INFRASTRUCTURE

LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR FOR ENVIRONMENT, INFRASTRUCTURE AND GROWTH

SUBJECT: WINSTON CHURCHILL SCHOOL- REPLACEMENT CLASSROOMS

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

Purpose of the Report:

Cabinet is asked to approve capital expenditure to undertake the construction of four permanent classrooms to replace four modular classrooms which are now condemned at the Winston Churchill School, Hermitage Road, Woking, Surrey, GU21 8TL.

Recommendations:

It is recommended that Cabinet:

1. Approves capital funding allocated within the School Capital Maintenance Budget for the Capital Maintenance Programme 2024/25 to build a permanent longer life classroom block, in order to replace end of life modular classrooms at the Winston Churchill School.
2. Approves Self-Delivery of the project by the school, conditional upon the Council's strategic partner (Macro) acting as monitoring agent with a signed Self-Delivery Agreement in place.
3. Authorises Legal Services to seal the Self Delivery Agreement if required.

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

Reason for Recommendations:

The recommendations in this report:

- Provide a good quality learning and working environment in keeping with the existing school design.
- Provide a longer-term solution which will reduce the maintenance burden on the school.

- Ensure an ‘at capacity’ school can sustain the current numbers on roll and provide pupils with access to the full curriculum.
- Improve the school’s energy efficiency and contribute to the Council’s Net Zero Carbon target.
- Empower a foundation secondary school with a successful record of capital project delivery to self-deliver the scheme with the Councils full support.
- Protect and enhance the environment by removing the condemned modular buildings which are situated on the site boundary amongst mature oak trees.

Executive Summary:

1. Winton Churchill is a foundation secondary school for pupils aged 11 to 16 with a net capacity of 1,500 places (2023 Net Capacity Assessment) and 1,523 pupils on roll (School Census October 2023). There is a long term need for this capacity.
2. Surrey CC is responsible for the capital maintenance, and the school are responsible for revenue maintenance.
3. The school is currently unable to sustain the current numbers on roll in the existing buildings because four temporary modular classrooms have now exceeded their structural expected life and are beyond economical repair. The school have consistently maintained and upgraded the units over a 30-year period.
4. Replacement of the existing modular units was assessed; however, due to their location at the boundary of the school amongst mature oak trees, this creates access, ecological and environmental issues. In terms of the rest of the site, there is insufficient space to locate modular units without a compromise due to the building density. (See Appendix A: site details)
5. The location of the planned permanent first floor building on the existing staff carpark is severely restricted in terms of modular options, so the permanent first floor design (on supports) has been developed in order to maintain car parking spaces which are needed due to general parking issues on and off site.
6. A permanent replacement would provide a building which fits aesthetically with the existing school, provides better quality classrooms with internal access and reduces ongoing maintenance costs and provides an extended expected life. (See Appendix A)

Options overview:

	Option A	Option B
Options.	<p>Permanent Extension. The design option is an elevated steel frame and brick / brick slip construction to provide 4 classroom places (Gross External Area of 295m2) with a life expectancy of 50 years</p>	<p>Modular Block. The design option is a standard timber frame unit with insulated panels to provide 4 classroom spaces (Gross External Area 289m2) with a life expectancy of 25 years.</p>

Delivery Approach	Self-Delivery by school.	Surrey CC Delivery
Planning Permission	Full Permission Required.	Full Permission Required. (expired)
Site Area	The site area identified is already developed. (carpark)	The existing location is restricted due to the topography and surrounding mature oak trees. Further investigations and testing would be required to determine the full impact on the environment and sub structure. Replacing modular on a different part of the site is also difficult due to site density.
Advantages	Provides minimal environmental disruption and retains carparking spaces. The construction costs versus life span are lower and the design provides internal access to the existing building.	The delivery and construction period are shorter if the foundation and ecological issues could be addressed.
Disadvantages	A longer construction period than modular.	There are significant challenges as highlighted above.
Procurement	JCT Framework	SCC Framework
Estimate Costs	See Part 2 Similar range as modular build.	See Part 2 Similar range as permanent build due to site issues outlined.

Preferred option

Preferred option and key reason(s) why this option is recommended
<p>The preferred option is Option A to provide a permanent longer life extension block creating 4 first floor classrooms to replace the condemned 4 modular classrooms:</p> <ul style="list-style-type: none"> • Focuses on future proofing the needs of the school and local community, providing capacity for local children and families and aesthetically is in line with the developments previously undertaken on site. • Addresses the site issues (density and topography) and provided a design which does not compromise other facilities on site as the option retains existing staff parking.

Self-Delivery approach

7. The school’s preference and the recommendation in this report is for the school to self-deliver the project as they have successfully delivered previous capital schemes, and this is currently the fastest delivery route.
8. Self-Delivery would be conditional upon the Council’s strategic partner (Macro) acting as the monitoring agent and a signed Self Delivery Agreement being put in place.

9. The Self Delivery Agreement would protect the interests of the Council and the school and would include: the payment schedule, future liabilities (design and construction contracts); and quality checks by the Council, as necessary.
10. Following site visits and an assessment of the work required, the feasibility study was commissioned by the school and validated by the Council in consultation with the school.

Consultation:

11. Internal consultation has been undertaken with and approval secured from the Education Service.
12. External consultation has been undertaken with The Winston Churchill School (including Governors).
13. Finally, Education and Property Cabinet Members have also approved.

Risk Management and Implications:

14. Key risks associated with the recommendations have been identified and are being actively managed, as outlined below:

	Risk description	Mitigation action/strategy
a.	Insufficient funding to deliver project. Material shortages and price increases. Cost escalation	<ul style="list-style-type: none"> • Feasibility study reflects risks and contingencies. • Low risk option adopted. • Surrey CC will monitor delivery. • Self-Delivery Agreement will be put in place to protect the interests of the school and the Council. • The school has a track record of capital delivery. • All stages will be monitored by Macro, Surrey CCs Workplace and Facilities strategic partner.
b.	Disruption to school operations	<ul style="list-style-type: none"> • Risks managed by the school under Self-Delivery Agreement. • School operational plans in place. • Surrey CC to support school through the project.
c.	Disruption to pupils & curriculum until the building works are completed	<ul style="list-style-type: none"> • Surrey CC opted for the fastest delivery route to address the issues. • See 29 below. • The Education team are working closely with the school to minimise disruption and review options.

Financial and Value for Money Implications:

15. The budget for this scheme has been allocated within the School Capital Maintenance Budget for the Minor Capital Works (MCW) Programme of 2024/25. The funding allocation for the 2024/25 programme of works is sufficient to accommodate the above and other prioritised works for the programme year.
16. Replacement of the modular units on the site was fully considered (See 4 & 5 above); however, estimated costs are in the same region as the permanent building costs. Further, the 'replacement cost estimates' are likely to increase due to the sloping

topography and subsidence issues at the rear of the site (Inkerman Way, See appendix A : site information).

17. The Council's Capital Programme Panel endorsed the scheme,

Section 151 Officer Commentary:

18. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve the Council's financial resilience and whilst this has built a stronger financial base from which to deliver our services, the cost-of-service delivery, increasing demand, financial uncertainty 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 deliver financial efficiencies and reduce spending in order to achieve a balanced budget position each year.

19. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 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.

20. The capital costs and revenue cost of borrowing are included in the Medium-Term Financial Strategy, as such, the Section 151 Officer supports the recommendation.

Legal Implications – Monitoring Officer:

21. This paper seeks Cabinet approval for the construction of four permanent classrooms to replace four modular classrooms which are now condemned at The Winston Churchill School. 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.

22. With regard to the capital expenditure, Cabinet is under fiduciary duties to local 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.

23. Legal advice should be sought at all relevant stages to ensure the Council meets its legal obligations and obtains any necessary consents which may be required to carry out these works.

24. The Council should ensure that the proposed Self Delivery Agreement provides that all works and services procured by the school in self-delivering the project comply with the School's internal governance processes for procuring contracts and with the Public Contracts Regulations 2015(including any superseding legislation) where appropriate.

25. In addition, officers should ensure that the Council's interest in any works and/or services contracts procured by the school is duly noted and where appropriate collateral warranties for the benefit of the Council obtained in respect of these works or services.

Equalities and Diversity:

26. An Equalities Impact Assessment is not applicable and has therefore not been completed.

Other Implications:

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

Area assessed:	Direct Implications:
Corporate Parenting/ Looked After Children	No implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	No implications arising from this report.
Environmental sustainability	Building a permanent structure on the existing car park and not replacing the modular units on the boundary amongst mature oak trees protects the environment.
Compliance against net-zero emissions target and future climate compatibility/resilience	Building regulations for permanent structures supports the Councils net-zero targets,
Public Health Education	No implications arising from this report

What Happens Next:

28. Next steps and anticipated timescales:
- a. Legal arrangements are expected to take 4 weeks.
 - b. A Project Plan will be agreed with the school.

29. The school is responsible for communicating timescales, implications for school operations and mitigating management actions to staff, parents and pupils. The Council's project team will provide information to inform and support such communications.

Report Author: Diane Wilding, Assistant Director Strategy & Operations (CFL Lead),
07971012100

Consulted:

Ms Zoe Johnson-Walker, Head Teacher, the Winston Churchill School
 Mr Stuart Phillips, School Business Manager, Winstone Churchill School
 Cllr Natalie Bramhall, Cabinet Member for Property, Waster & Infrastructure SCC
 Cllr Clare Curran, Cabinet Member for Children, Families and Lifelong Learning, SCC
 Julia Katherine, Director, Education and Lifelong Learning, SCC
 Rachael Wardell, Executive Director, Children, Families and Lifelong Learning, SCC
 Katie Stewart, Executive Director, Environment, Infrastructure and Growth, SCC

Simon Crowther, Director, Land and Property, SCC
Carrie Trill, Service Manager, Educational Effectiveness, SCC
Ade Durojaiye, Head of Programme Management, Workplace & Facilities, Surrey CC
Property Panel and Capital Programme Panel members, Surrey CC
Finance and Legal Teams, Surrey CC
Macro (Surrey CC's Managing Agent and Delivery Partner)

Appendices:

Appendix A: Map view, photographs and option site plan

Appendix B: Self-Delivery Process Map

Part 2 report

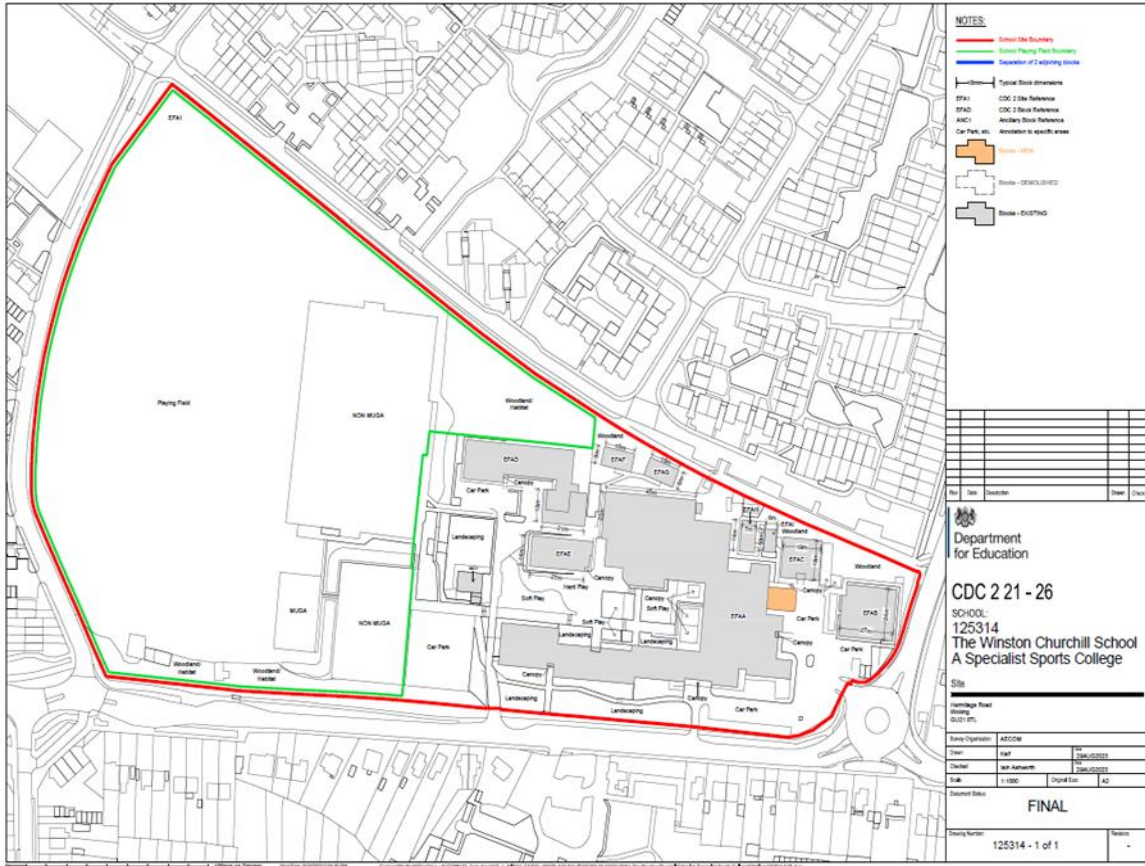
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Appendix A

The Winston Churchill School



125314 The Winston Churchill School A Specialist Sports College (CDC2) / EFA1 / 1



Appendix B - Surrey CC Self Delivery Agreement: Process Map

PROJECT STAGE	WHAT IS REQUIRED
1. School or Trust express interest in self-delivery & submit a business case	School or Trust contact the SCC representative for the scheme to discuss their interest in self-delivery.
	Self-delivery guidance provided to School or Trust.
	School or Trust submit self-delivery business case to liaison officer
	SCC consider self-delivery business case
	SCC request signed confirmation by School or Trust that the procedures in the Self-Delivery Guidance document will be followed by the School or Trust. School or Trust provides signed confirmation in writing.
2. Feasibility stage	SCC confirms construction budget, including fees.
	Business case to be approved via SCC appropriate governance route. SCC confirm funding available to undertake the feasibility stage. School or Trust confirm agreement.
	School or Trust undertake feasibility.
	School or Trust submit feasibility for SCC approval, approval of which is required prior to advancement to the pre-contract procurement stage.
3. Procurement through to Contract Award	SCC confirm when feasibility approved, including details of funding available.
	School or Trust undertake appropriate procurement exercise and submit contract award report to SCC.
	SCC review contract award report and approve when satisfactory, and confirm funding is available up to the Contract Value. SCC approval is the Gateway to entering into contract.
4. Project Delivery (Contract award through to making good defects) Throughout project	Copies of contracts and Certification issued to SCC (payment certificates, sectional completion / practical completion/making good defects). Monthly project progress reports submitted by the School or Trust to SCC. Progress and Milestone Meetings with SCC.

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SURREY COUNTY COUNCIL**CABINET**

DATE: 25 JUNE 2024

REPORT OF CABINET MEMBER: SINEAD MOONEY, CABINET MEMBER FOR ADULT SOCIAL CARE

LEAD OFFICER: HELEN COOMBES, EXECUTIVE DIRECTOR – ADULTS, WELLBEING AND HEALTH PARTNERSHIPS

SUBJECT: SURREY SAFEGUARDING ADULTS ANNUAL REPORT 2022/23

ORGANISATION STRATEGY PRIORITY AREA: NO ONE LEFT BEHIND / TACKLING HEALTH INEQUALITY / EMPOWERED AND THRIVING COMMUNITIES

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Purpose of the Report:

The Surrey Safeguarding Adults Board (SSAB) is a statutory multi-agency Board with responsibilities set out in the Care Act 2014.

The Board is chaired by an independent chair, Teresa Bell.

There is a statutory duty for all Safeguarding Adult Board's to publish an annual report.

To support the transparency of the work of the Safeguarding Adults Board, the Annual Report 2022/23 is presented to Cabinet (Annex 1).

Recommendations:

It is recommended that:

1. Cabinet considers and notes the attached Surrey Safeguarding Adults Annual Report for 2022/23.

Reason for Recommendations:

This recommendation demonstrates that the Council is fulfilling its statutory requirement under the Care Act 2014 in having established a Safeguarding Adults Board in its area.

It will support the SSAB to be transparent by providing information to the public on the performance of the Board and its strategic plan.

Executive Summary:

1. Surrey has had a Safeguarding Adults Board (SAB) in place for over a decade with the Board being statutory since the implementation of the Care Act in April 2015. The primary duty of the SAB is to ensure that the main statutory agencies work together to improve practice which protects and promotes the safety of adults at risk of abuse and neglect in Surrey.
2. The Board would like to support elected Members, as community leaders, to have a good understanding of the range of abuse and neglect issues that can affect adults and of the importance of balancing safeguarding with empowerment, as required by

the Care Act (Section 14.193 of the statutory guidance). It is anticipated the Annual Report will increase that understanding.

3. The report highlights the work of the Board over the past year in relation the strategic priorities.
 - Prevent Abuse and Neglect.
 - Improve the management and response to safeguarding concerns and enquiries.
 - Learn lessons and shape future practice.
4. The report also includes data from Surrey County Council Adult Social Care, Surrey Police and Trading Standards. SSAB agencies were asked to contribute to the report and highlight their achievements and challenges within the 22/23 year in relation to their safeguarding adult's work.

Consultation:

5. The Annual Report is a description of the Board's activities and challenges faced during the year. As a multi-agency report, members of the Board were invited to contribute.

Risk Management and Implications:

6. There are no implications within this report.

Financial and Value for Money Implications:

7. The SAB budget in 2022/23 was £348,667. A pooled budget is managed by Surrey County Council with contributions from the County Council, Police, NHS organisations and District & Borough Councils. This arrangement ensures partner agencies have greater responsibility for the functioning of the Board.
8. Expenditure of the Board includes costs for the Independent Chair, support staff, Safeguarding Adults Reviews, training, conferences, awareness raising, etc. If the Board's costs exceed the budget in a given year, then partners would be asked to make additional contributions in line with their funding shares, although this is very unlikely to happen based on past experience. It was agreed by partners that £50,000 would be carried forward in the 2022/23 budget to ensure that sufficient funds were available to cover the cost of the agreed Safeguarding Adults Reviews. If there is an underspend in a given year, partners will agree how this money is managed under the Memorandum of Understanding that is under development.

Section 151 Officer Commentary:

9. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve the Council's financial resilience and whilst this has built a stronger financial base from which to deliver our services, the cost-of-service delivery, increasing demand, financial uncertainty 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 deliver financial efficiencies and reduce spending in order to achieve a balanced budget position each year.
10. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 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.

11. There are no significant financial implications arising from this report. The pooled budget arrangement for the operation of the Board is a good example of effective joint working across Surrey and given constrained public sector funding it will be important that all partners continue to contribute their agreed funding shares. The Section 151 Office can confirm that Surrey County Council's funding share is planned for within the Council's Adult Social Care budget.

Legal Implications – Monitoring Officer:

12. S43 Care Act 2014 requires a local authority to set up a Safeguarding Adults Board to help to protect adults who have needs for care and support and who are experiencing or at risk of abuse and neglect. The Surrey Safeguarding Board annual report summarises the work that has been done by the Board and enables the Cabinet to be satisfied that the Council's duty is being met.

Equalities and Diversity:

13. The publication of the report will have a positive impact on residents with different protected characteristics by making the activities of the Board more transparent. This is particularly important as safeguarding affects many people with protected characteristics.

14. An Equality Impact Assessment (EIA) is not required for this Report.

Other Implications:

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

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No significant implications arising from this report
Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report
Environmental sustainability	No significant implications arising from this report
Compliance against net-zero emissions target and future climate compatibility/resilience	No significant implications arising from this report
Public Health	No significant implications arising from this report

What Happens Next:

16. The Board's Annual Report has already been circulated/ actioned as below:

- Published on the Surrey Safeguarding Adults Board website.
- Circulated with the Surrey SAB newsletter.
- Distributed to:

- Chief Exec of the Council and Leader of the Council
 - Board members for them to cascade within their own agencies
 - The Police and Crime Commissioner
 - The Chief Constable
 - Healthwatch Surrey
 - Presented to the Health and Wellbeing Board by the SAB Independent Chair
-

Report Author: Surrey Safeguarding Adults Board Manager – Sarah McDermott -
Surreysafeguarding.adultsboard@surreycc.gov.uk

Consulted:

As a multi-agency report all members of the Board were invited to contribute.

Annexes:

Annex 1 – SSAB 2022/23 Annual Report

Sources/background papers:

- Care Act 2014
- Care and Support Statutory Guidance Issued under the Care Act 2014 by the Department of Health
- Association of Directors of Social Services: Safeguarding Adults: Advice and Guidance to Directors of Adult Social Services, March 2013
- Surrey Safeguarding Adults Board Strategic and Annual Plan

Surrey Safeguarding Adults Board

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Annual Report 2022-23

www.surreysab.org.uk

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Message from the Chair

Welcome to the Surrey Safeguarding Adults Board Annual report for 2022/2023. I joined the SSAB as the year in this report ended, so I would like to begin by thanking 15 Simon Turpitt, who served as Independent Chair from 2013 until 2023, for leading the SSAB's work with such skill and dedication to achieve the activity described here in this document.



I am privileged to be working with the SSAB at what feels like a pivotal point for our safeguarding approach. There is a determination across our partnership to reaffirm our commitment to bring safeguarding and well-being considerations closer to the person at the heart of our work. That is, how safeguarding risk might be managed nearer to the point at which it is identified and by applying more active multi-agency approaches. Most importantly, for our work to be informed by people's lived experience, whether as carers or people with care and support needs. We want to be confident that we understand who is most at risk of abuse and neglect and how the work we do as a partnership can and will make a positive difference to people's lives.

We are in a changed context as a nation since 2014 when the Care Act placed safeguarding adults in legal statute. In the last decade we have seen increasing concern of modern slavery, tackling exploitation, growing numbers of people who self-neglect and/or hoard, who are experiencing homelessness and people who encounter multiple exclusions from appropriate access to services because of the complex issues they face. Our safeguarding work is placed within our everyday challenge to balance legislative

Message from the Chair cont.

considerations (e.g. Care Act, Mental Capacity Act, Human Rights Act) with a nuanced understanding and focus on individual circumstances, considering personal choice alongside potential risk.

Since joining the SSAB I have seen great examples of good preventative safeguarding work in Surrey, as well as being aware of exemplary work we can learn from other areas. Surrey has a talented and committed workforce across the statutory, voluntary and independent sectors, who are keen to deliver the best possible outcomes. As a partnership, we are committed to continuous learning and improvement, and we will work to the following principles:

- ✓ No one agency can create an effective safeguarding system by itself
- ✓ Only a joined-up approach at a strategic level can deliver a better response
- ✓ To test the effectiveness of strategic arrangements, we must always ask: 'How is our partnership making a positive difference to the lives and experiences of local people?'
- ✓ At their very best, local arrangements show that ambitious, joined-up strategic partnerships have a clear line of sight on practice, on the experiences of individuals and on the impact of that direct work
- ✓ We will be informed by the lived experience of local people across Surrey

I would like to take this opportunity to thank all of our partners for their continued commitment to safeguarding adults in Surrey.

Surrey's Local Context

Surrey is the 5th largest Local Authority in England, based on resident numbers, with a population of just over 1.2 million people (2021 Census data).

- 15 In Surrey, there is a two-tier system of local government, the county council (upper-tier local authority) and the 11 district and borough councils (lower-tier local authorities).

The composition of Surrey ranges from significant urban areas to north and rural areas to the south of the county. This creates a variety of needs across the county and the challenge of responding in a way that is relevant to each area.

In addition to a growing population, Surrey is becoming more diverse with 6% more residents in 2021 identifying as ethnic groups other than White British compared with 2011. A similar increase was seen between the 2001 and 2011 censuses and shows the shifting populations within Surrey.



Our Story



Safeguarding Adults Boards (SABs) were established under The Care Act 2014.



The Care Act 2014 Statutory Guidance stipulates that:

The main objective of a SAB is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who meet the criteria set out below.

15

The safeguarding duties apply to an adult who:

- has needs for care and support (whether or not the local authority is meeting any of those needs).
- is experiencing, or at risk of, abuse or neglect.
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.



The three core duties on SABs are to:

1. Publish a Strategic Plan.
2. Publish an annual report.
3. Undertake Safeguarding Adult Reviews.



Transparency– the SAB leads a learning culture where best practice is identified. This will be shared and recommended, and where concerns are identified these will be communicated appropriately.

Our Story



Work collaboratively with other boards to ensure consistent messages and practice. This will include working in partnership to produce policies, campaigns and training courses that reflect the risks posed to adults with care and support needs.

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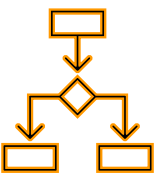
Engage with the voluntary and community sector to strengthen preventative work and to broaden our understanding of who is most at risk of abuse and neglect in Surrey.



Help improve the quality of referrals for safeguarding concerns by supporting agencies to consider their practice through audits, reviews, peer learning and feedback from people with lived experience. To consider their referral processes and by working with the Local Authority to develop a feedback loop.



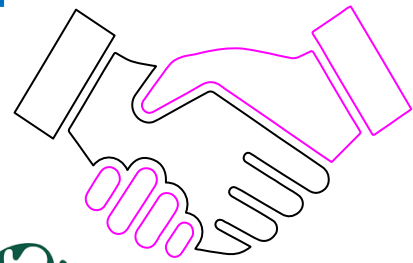
Provide guidance to adults with care and support needs, their families and carers, on the safeguarding process so they know what to expect and how they can be involved.



Make safeguarding personal by placing people at the heart of our work, ensuring their involvement in developing and agreeing their desired outcomes.

Partnership

The Safeguarding Adults Board (SAB) is a strategic partnership group made up of senior staff from statutory, voluntary and independent sector agencies.

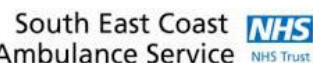


The Board is facilitated by an Independent Chair and supported by a small team.



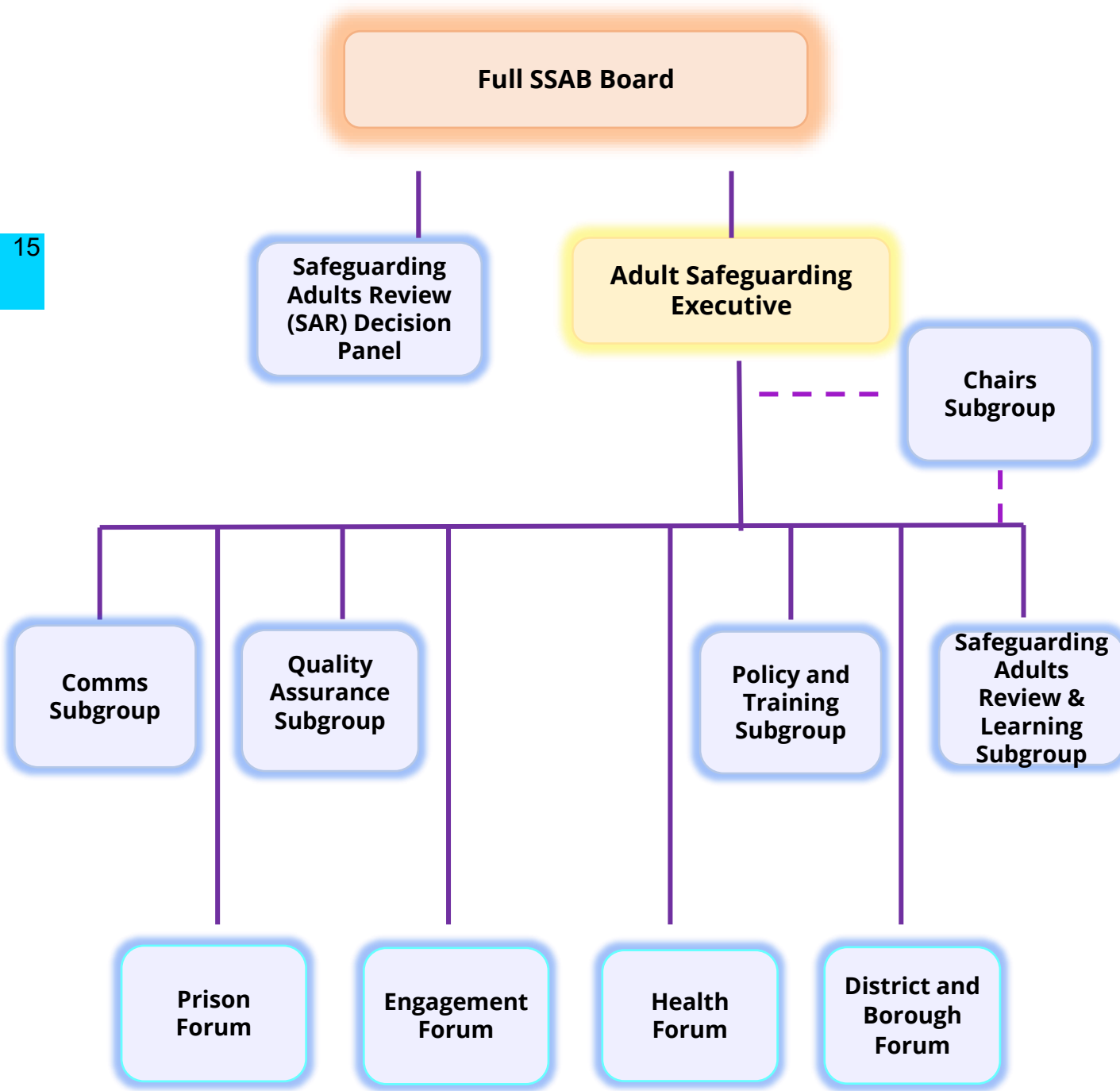
SURF POL 15
With you, Surrey

Frimley Health and Care



Board Structure

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How the Board works

Full Board

- The Surrey SAB meets four times a year, consisting of multi-agency statutory and non-statutory partners as well as representatives from voluntary organisations.
- The SAB works in accordance with the Care Act 2014 to agree on strategic safeguarding adults work.
- Provides direction to all subgroups.

Adult Safeguarding Executive

- Drives the work of the SAB between meetings
- Discusses “emerging” issues or “stuck” issues

Chairs Group

- Brings all the chairs of the subgroups together.
- Discusses “emerging” issues or “stuck” issues from their subgroup.

Communications Subgroup

- Oversees the communication strategy of the of the Board.
- Oversees the Board publication materials.

Policy and Training Subgroup

- Oversees the multi-agency safeguarding training of the Board.
- Oversees the multi-agency policy and procedures.

Prison Forum

- To provide a forum for discussion of key issues for all Prisons in Surrey.

Engagement Forum

- To help to establish better engagement with all organisations across Surrey.

Safeguarding Adults Review (SAR) Decision Panel

- Considers SAR referrals, against the Care Act 2014 section 44 criteria.

Quality Assurance Subgroup

- Request and receives the QA data from agencies.
- Scrutinises the QA data from partners, identifies areas of best practice and/or concern.
- Raises questions on data received.

SAR & Learning Subgroup

- Manages the reviews once they are commissioned.
- Leads on sharing the lessons from reviews.

District & Borough Forum

- To provide a forum for discussion of key issues for all District & Borough Safeguarding Leads in Surrey.

Health Forum

- To provide a forum for discussion of key issues for both NHS and private health providers in Surrey.

SSAB Work in 2022-23

The SSAB developed a new [3-year Strategic Plan](#) at the start of 2022.

The priorities identified in the three-year strategic plan (2022-25) for the Surrey SAB are:

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➤ **Prevention and Awareness**

We will deliver a preventative approach and will raise awareness of safeguarding adults across our partners and communities.

➤ **Communication and Engagement**

We will engage and learn from organisations, including the many voluntary sector agencies as well as the Adult and their families or carers in Surrey.

➤ **Quality and Improvement**

We will seek assurance from agencies and use that information to strengthen our safeguarding adults work.

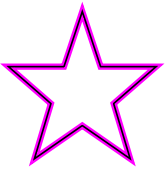
➤ **Reflection and Learning**

We will reflect upon learning from statutory reviews and good practice using this to inform new ways of working.

The SSAB subgroups developed individual work plans as to how these priorities would be taken forward.

The following pages sets out what the SSAB has achieved against each of the priorities over the year.

Priority 1: Prevention and Awareness

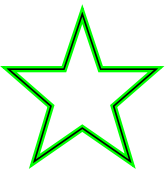


During 2022/23 the SAB continued to raise awareness by providing multi-agency training which is detailed further on Pg 29.

15



A significant update of the SAB website took place, following feedback from agencies and reviewing analytics. The new format makes it easier to find information for both agencies and the public as well as giving the SSAB team greater freedom to adapt layouts/content.



The SSAB recognised the importance of engaging with those agencies who support carers and the challenges they face. Links were established and carers agencies are not only now represented on the Board but also within the subgroups.



The resources the SAB has were strengthened for agencies to use in their own community networks. This included both virtual resources e.g. videos as well as physical merchandise; tote bags, leaflets, trolley tokens, drink bottles, balloons and sweets.

Priority 1: Prevention and Awareness



The SSAB fully supported [Safeguarding Adults Week](#) during November 2022, with a number agencies taking merchandise to have within their own settings. This included District and Borough offices, GP surgeries, hospital foyers, libraires, and adult learning centres.

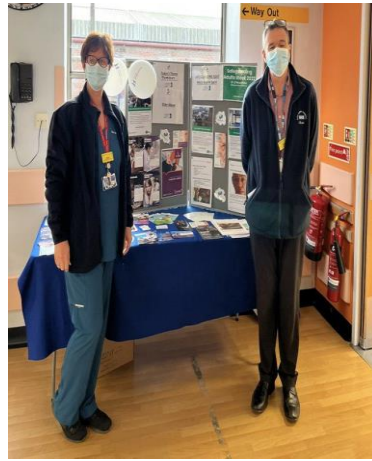
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A stall was supported by the SSAB at Belfry shopping centre in Redhill with First Community Health and Care and the Surrey and Sussex Safeguarding Team manning this. This was well utilised with members of the public taking away resources and discussing safeguarding adults. Public were also supported to make safeguarding concerns during this event. The following page has pictures of the event.



The SSAB adapted the video [‘Tricky Friends’](#) for Surrey and this video has been well received by all agencies and shared widely, including with the Learning Disability Partnership.



Priority 1: Prevention and Awareness



The SSAB is aware of the high number of safeguarding concerns in relation to neglect/acts of omission and within the 22-25 Strategic Plan it was agreed that the SSAB highlight these issues and develop stronger mechanisms to address these.

15



The Quality Assurance Questionnaire was updated to incorporate a question to ask what referrers were doing to address this area in their own agencies. This will enable the Board to share areas of good practice in reducing these.

A task and finish group was established to look at avoidable safeguarding concerns, the areas of focus are

- Choking
- Falls
- Medication errors
- Pressure Ulcers
- Missed visits

The task and finish group will be looking at data in relation these concerns and developing best practice guidance in these area in relation to avoiding a safeguarding concern.

Priority 1: Prevention and Awareness



A key achievement over the 22/23 year was the agreement to expansion of the SSAB team by establishing a Partnership Officer role.

This role will continue to strengthen and consolidate the work the SSAB had started as well as ensuring that the SAB can engage with the wider Surrey system and with those agencies who may not be involved with the SSAB currently.

The role will work with agencies to capture the voice of Surrey residents.



The SAB Board Manager continued to strengthen relationships within Surrey, as well as nationally and attended many multi-agency meetings to ensure that the SAB is engaged with other work streams as well as meeting with key personnel

- Domestic Abuse Management Board
- Surrey Adult Matters Steering Group
- Sexual Abuse Management Board
- Domestic Homicide Review Oversight Group
- Anti-Slavery and Human Trafficking Partnership
- Domestic Abuse Executive
- LeDeR¹ (Frimley and Surrey Heartlands ICB)
- National SAB Managers Network
- Surrey Safeguarding Adults Advisors

Priority 1: Prevention and Awareness



The SAB had presentations from both Surrey Heartlands ICB and Frimley ICB on their annual LeDeR reports to hear the themes identified from LeDeR reviews. A number of themes link with Board work and is being incorporated into the task and finish group regarding avoidable safeguarding concerns, particularly in relation to choking.

15



Regular meeting took place with Surrey Safeguarding Children Partnership to look at areas where work could be taken forward together, this relationship continues to be strengthened.



Relationships were strengthened with the Health and Wellbeing Board with both Board managers having regular contact to consider areas of commonality including Domestic abuse, adults with multiple disadvantages and the SAB is connected with relevant workstreams for these.



The SSAB recognised the importance of links with District & Borough Housing. A housing lead is now a member of the SAB representing all District & Borough Councils across Surrey. Links were also established with the Surrey Chief Officer's Housing Association who agreed to disseminate information to housing providers as well as have updates from any SARs.

Priority 2 : Communication and Engagement



The SSAB consolidated work with other Boards including the Health and Wellbeing Board and Safeguarding Children Partnership to ensure that resources are shared, and county wide communications coordinated.

15



A Domestic Abuse Communication group was established to look at county wide messages rather than communication being potentially siloed within different Community Safety Partnerships. The SAB is a member of this group and share all resources.

Within 22/23 a large Domestic Abuse campaign occurred in Surrey which included adverts on bus stops and other various locations across the county. A suite of videos were also created covering various topics.

- [Isolation](#)
- [Monitoring](#)
- [Financial control](#)



Priority 2 : Communication and Engagement



15

The SSAB continued to promote the newsletter which is subscribed to by over 4,500 people. This newsletter included an update of the work the SSAB has been undertaking as well as advertising events and resources available. The newsletter is added to the website on a quarterly basis.



The SSAB established a ['You Tube'](#) channel to add videos to and promoted this widely.

As part of the SSABs social media programme there was continued regular updates to the community and partners via the Board's [Twitter feed](#).

The SSAB added Board Meeting highlights to the website, which made the work of the SSAB accessible to Surrey residents and agencies.



SCC Adult Social Care developed an online referral form for safeguarding concerns, with an associated Word document also on the SAB's website. This was to assist agencies with providing the required information for a safeguarding concern. The SAB supported this by widely communicating to all partners, raising it at different meetings and forums and updating the website to enable easy access to this.

Priority 3: Quality and Improvement



The SSAB had previously developed a Quality Assurance Framework, and this was updated within the 22/23-year [Quality Assurance Arrangements/Guidance](#).



The associated questionnaires were also updated to incorporate specific areas for assurance based on the SSABs priorities and strategic plan e.g. neglect and acts of omission. A bespoke QA questionnaire was developed with the prisons in Surrey.



The Assurance Framework was also expanded to include agencies that the SSAB had not previously sought assurance of their safeguarding adults work from including private health providers and hospices.



Capturing the adult's experience, especially in relation to Making Safeguarding Personal and Advocacy requirements is a key component of Safeguarding Adults work. The SSAB continued to receive quarterly reports from Surrey County Council Adult Social Care in respect of this. The analysis of this data indicated that there were areas for improvement in relation to ensuring formal advocacy for adults and the Board held a session for all partners to raise their understanding of the requirement for this.

Priority 4: Reflection and Learning



In April 2022, the SSAB agreed that there would be 2 separate subgroups to focus on SARs; the SAR Decision Panel would focus on considering if SAR notifications met the SAR criteria and the SAR & Learning subgroup would monitor SARs and focus on the learning from these.

15



The SAB continued focus on learning from SARs both local and national as partnership by holding workshops as part of a SAB meeting. SAB members considered questions and how learning can be taken back to their agency.



The SAR learning summary was updated following feedback from partners. Partners recognised the importance of the summary to assist in ensuring the wider dissemination of the learning from reviews within their agency. Good practice was recognised as a key aspect and this area has been strengthened within the learning summary documentation.



The importance of connecting with national networks including the Safeguarding Adults Chair network, Board managers network, SE ADASS network, SANN and Police networks was recognised. Partner leads were identified who will feed back to relevant subgroups on emerging issues and collective actions. Emerging themes from national networks were discussed and disseminated as appropriate.

Priority 4: Reflection and Learning



The Quality Assurance Framework asked agencies to assure the SSAB how they were sharing learning from both Section 42 safeguarding enquires and Safeguarding Adults Reviews in their own agency. This will be reviewed by the SAR and Learning group to determine areas of good practice.

15



The SAR & Learning subgroup continued to take forward the recommendations from the National Analysis of SAR Reviews. A number of actions were undertaken based on this including; ensuring the SAR tracker captures detailed information including ethnicity and protected characteristics, a new decision tool was developed to evidence decision making based on the SAR Criteria, all reviews are added to the SAR National Library; a repository for all SARs and the SAB Quality Assurance Framework was updated.

SSAB Forums

Engagement Forum

15 The Engagement forum has now been established for a year and the membership of this group continued to expand. The agencies who attend have found value in not only connecting with the work of the SSAB but also connecting with other agencies within Surrey. The forum looked at the following areas; Making good safeguarding concerns in Surrey, Domestic Abuse and Safeguarding Adults, supporting of Safeguarding Adults Week, engaging residents in Surrey, agencies feedback in relation to SSAB leaflets and website and the resources that the SSAB has to offer.

This forum will be supported by the new Partnership Officer role to continue to widen the reach of the SSAB and engagement with all agencies in Surrey.

Health Forum

The Health forum met six monthly and having extended the membership to include private health providers has been very productive. It has ensured that the health system in Surrey is kept updated on the work of the SSAB as well as allowing for peer support between NHS and private health providers. The Health forum covered the following areas over the year; Hospital discharges and restarting care packages, considering the NICE guidance integrated health and social care for people experiencing homelessness and train the trainer for contributing to S42 safeguarding enquires.

SSAB Forums cont.

District & Borough Forum

This forum continued to meet quarterly and covered both the work of the Surrey Safeguarding Children Partnership and the Surrey Safeguarding Adults Board. Key areas that this forum covered over the year included; the role of ASC MASH and what a safeguarding concern should include and what is not a safeguarding concern, learning from reviews with particular reference to housing and how this can be taken forward across Surrey, updates from the SSAB including the QA Framework and engaging with District & Boroughs to support the SAB with Safeguarding Adults Week and communication with residents.

Prison Forum

The SSAB continued to strengthen the engagement with the five prisons in Surrey. During the year this became a joint SSAB and Safeguarding Children Partnership forum to strengthen the work of the prisons in Surrey in relation to Safeguarding Adults and Children.

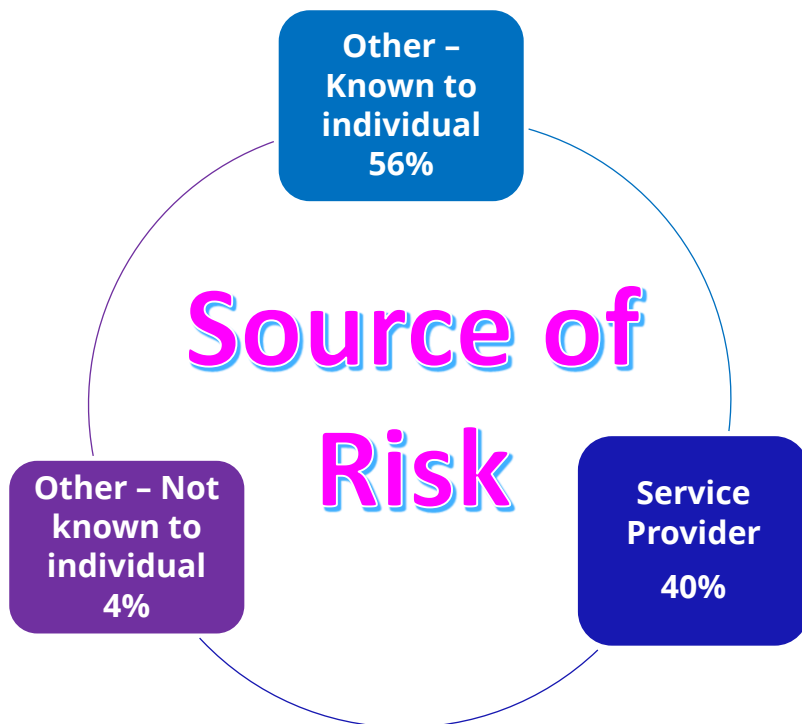
At times attendance from all the prisons has been variable, however those that attend find it valuable. The forum not only includes the prisons but also agencies who work within the prison setting, including health care, SCC Adult Social care prison team and provider services and also Surrey Heartlands ICB. Over the past year the forum considered; The Care Act 2014 and the impact on prisons particularly in relation to differences in regards safeguarding concern management, HM Inspectorate of Prison Inspections and how the SSAB can support these within Surrey, learning from SARs and Prison and Probation Ombudsmen reviews.

Adults in Surrey Data

Care and Support needs

This shows the primary support need for adults for whom the safeguarding concern relates to and for those cases that met the criteria for a Section 42 safeguarding enquiry. The majority of 15 adults who are the subject of a safeguarding enquiry have a need for physical support. There was a slight increase in those concerns where the primary support was not known from 36% in 21/22 to 40% this year.

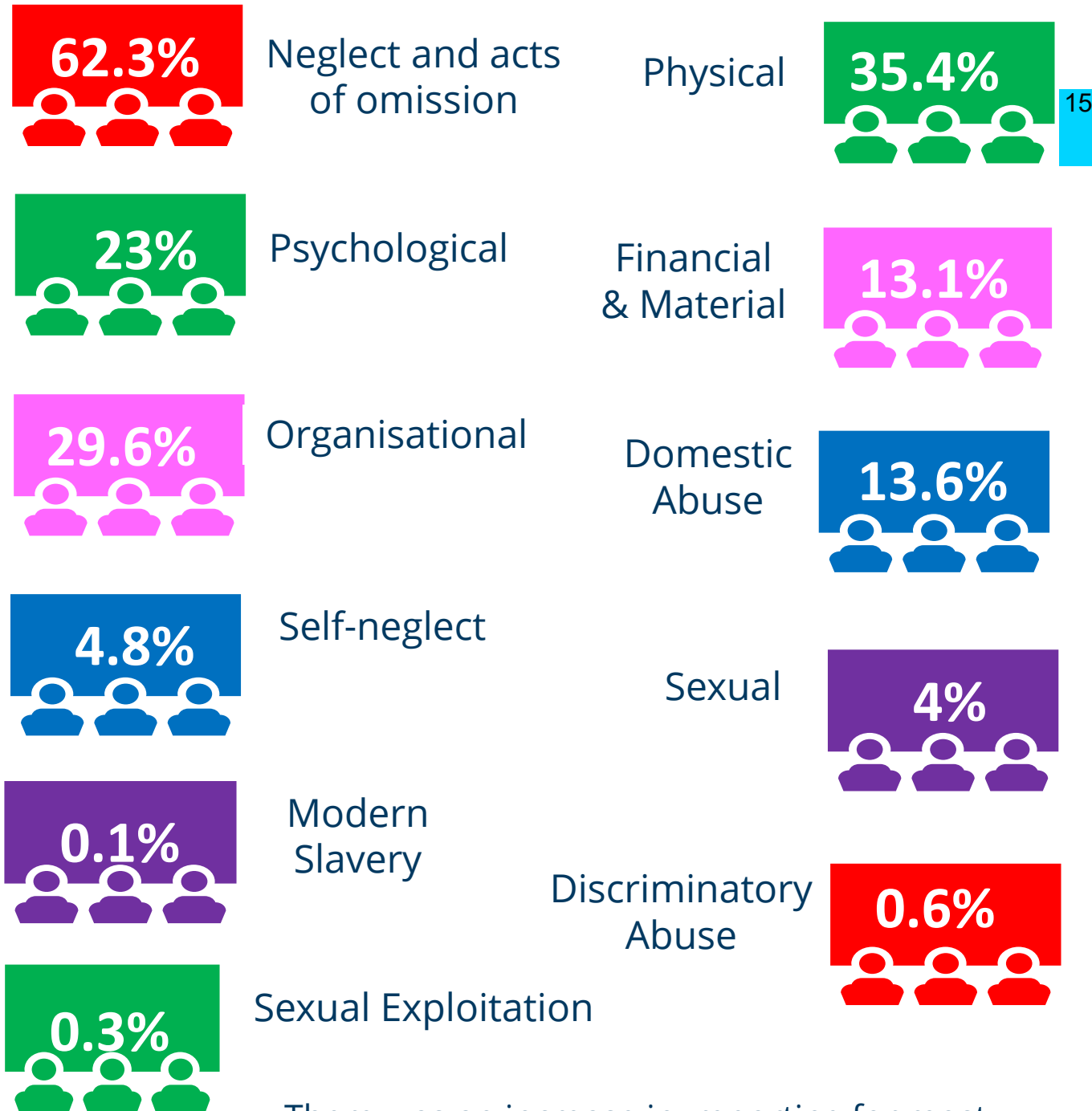
	Physical Support	Sensory Support	Learning Disability	Memory and Cognitive	Social Support	Mental Health	Not Known
Concern	33%	1%	9%	4%	3%	10%	40%
S42 Safeguarding enquiry	37%	1%	9%	5%	3%	10%	36%



This shows the analysis of where the risk originates, based on concluded S42 safeguarding enquires, with the main source of risk coming from people known to the individual.

What Abuse is happening?

This information comes from concluded Section 42 adult safeguarding enquiries



There was an increase in reporting for most categories of abuse from 21/22 to 22/23, except for modern slavery and discriminatory abuse, where there were slight decreases.

What the data says about the response to abuse

1,203,108

Population of Surrey based on 2021 census

15

The number of safeguarding concerns made in 22/23 in relation to 12,057 individuals. This is a 5% increase in concerns on the previous year

17,787

70%

The percentage of safeguarding concerns received converted into a Safeguarding enquiry as defined in The Care Act 2014 was 70%. A slight increase from 68% in the previous year

The number of Safeguarding enquiries completed under S42 Care Act 2014. This is an increase of 7% from the previous year whereas the increase from 20/21 to 21/22 was 20%

12,335

62.3%

Neglect or acts of omission were a concern in over 60% of the safeguarding enquires undertaken, this is an increase from 59.2% last year

The percentage where the risk remained after the safeguarding enquiry work.

9%

91%

The percentage where the risk to the adult was reduced or removed following completion of the safeguarding enquiry work

The percentage where individuals or their representative were asked about their outcomes

87%

97%

The percentage where the individual or their representative said outcomes were fully or partially met when asked . An increase from 86% last year

The percentage of cases where the adult lacked capacity and was supported by advocate, family or friend

88%

Safeguarding Adults Reviews (SARs)

The SSAB Safeguarding Adults Review (SAR) subgroup received eighteen SAR notifications during 2022/23.

Of the eighteen received, thirteen notifications were agreed to meet the SAR criteria, with 2 cases on hold due to other processes taking precedence.

Of these thirteen, four will proceed as joint DHR/SARs with the relevant Community Safety Partnership and the others will be taken forward as SARs.

The SAR & Learning subgroup continued to monitor multi-agency action plans in relation to:

- Mary²
- Person 1
- Sasha

In 2022/23 the Safeguarding Adults Review subgroup continued to oversee;

- 8 SARs - 5 from previous years
- 11 joint DHR/SARs - 7 from previous years
- One NHSE/I London Investigation/SAR

Published Safeguarding Adults Reviews (SARs)

The SSAB published one Safeguarding Review in relation to Peter²:

15 Peter was a 50-year-old white, British male with a number of physical health conditions. He also had a history of alcohol abuse, which impacted on his mobility, ability to manage his self-care, remember to take medication and his behaviour. He had previously come to the attention of a number of agencies, as a consequence of having made several suicide attempts, all under the influence of alcohol. Peter was described by staff who knew him well as a 'lovable rogue'. When not drinking heavily, he was polite, thoughtful, proud, and intensely shy. His family and professionals spoke of Peter's stated desire to get well and of his sadness (and theirs) that he was unable to manage his addiction. He valued contact with his mother and gravitated to the area where his family lived. At the time of his death, he had been out of prison for two days and accommodated out of Surrey by a District & Borough.

The SAB published the full report, executive summary and a learning briefing that can be found here [Peter](#).

These outline the circumstances of his death and recommendations made. A multi-agency action plan was developed and will be monitored by the SAR & Learning subgroup. During 2023/4 a multi-agency learning event will be held.

Safeguarding Adults Reviews (SARs) Learning Events

In June 2022, the SSAB and Reigate and Banstead CSP held a joint learning event following the publication of the joint DHR/ SAR Mary the previous year.

The event was well attended with over 60 people participating from a range of agencies across Surrey and the recording is available on the SSAB's website.

The event covered:

- A presentation from the author on the review, learning and recommendations.
- The suicide timeline - East Domestic Abuse Service.
- Surrey County Council Children's Services involvement.
- Surrey County Council Adult Social Care -Putting learning into practice.

Feedback received:

Knowing that professional teams are more joined up in the approach to working with vulnerable people like Mary

Early intervention is key- before issues spiral out of control.

The lady from the Domestic Abuse outreach service really highlighted it personally and with addition of the learning.

Hearing from people who had worked on the case, and then being asked at the end to think about how I am going to make my difference

SSAB Training

The SSAB continued to offer virtual courses following both feedback from candidates and agencies. We have continued to see greater numbers from a range of different agencies attend.

15

The SSAB provided a Contributing to Section 42 Safeguarding Enquiries course.

The course covers; understanding when S42 safeguarding duties apply, recognising MSP in practice, understating contributing to a S42 safeguarding enquiry, understanding roles in an enquiry, how to professionally challenge and skills to write a good quality contribution.

Four courses were held over the year with 51 people attending from a variety of agencies across both statutory and non-statutory partners.

"i will be able to properly construct any input i have to give for S42's"

"I am using the information gained to contribute to two section 42 enquiries - also able to feedback to my colleagues."

"I plan to implement some of my learning into Carer and team training and safeguarding reflective practice meetings."

Other Training within Surrey

Agreement was made by the SSAB with Surrey Skills Academy to offer the Safeguarding Essentials course. This ensured that there was a central place for this training within Surrey for agencies. There were a number of sessions held over the year with a course being conducted on Saturday to widen the reach.

15

- The Essentials course covers:
 - Meaning of 'abuse and neglect' in the context of adult safeguarding.
 - Identify who an adult safeguarding enquiry applies to and the s42 duties.
 - Types of abuse.
 - Common indicators of abuse.
 - The adult safeguarding roles of Surrey County Council, Surrey Safeguarding adults Board and other partners.
 - How Making Safeguarding Personal (MSP) works in Practice.
 - Response to disclosures of abuse and neglect effectively.
 - Correct reporting and recording of adult safeguarding concerns in Surrey.
 - The relationship between adult safeguarding, child protection and domestic abuse.
 - What happens when a safeguarding concern is reported to the Local Authority.

Other Training within Surrey

Domestic Abuse Training within Surrey is centralised and the SSAB ensured that adults with care and support needs and the Care Act 2014 were incorporated into the training delivered.

15

- The following sessions were provided;
 - DA: Legal Framework
 - DA: Understanding Coercive Control & the Multi-Agency Framework
 - DA: Dynamics Within the LGBT Plus Population
 - DA: Safely Engaging with Perpetrators
 - Honour Based Violence and Forced Marriage

The SSAB signposted to relevant training/webinars that we provided within Surrey including to the:

- Healthy Surrey website
- Skills Academy
- Surrey Children's Services Academy
- Surrey Heartlands ICB Lunch and learn sessions

SSAB Webinars

The SSAB held a series of webinars throughout 2022/23 on topics including:

- What to expect when Adult Social Care receive a Safeguarding Concern. 60 candidates attended the session.
- Domestic Abuse and Safeguarding Adults. 166 candidates attended the session.
- Domestic Abuse in a Tech Society. 70 candidates attended the session.

15

Presenter presentation slides and the recordings can be found on the SSABs Website on the [webinar series page](#).

Feedback from participants is below

Advise victims of domestic abuse about all the different ways they can be located and how to avoid some of the gadgets.

A greater awareness and understanding of domestic abuse in carer/family settings - and insights to take away on a more personal and everyday level.

to advise out partners and have more awareness in safeguarding enquires

to inform colleagues and be able to make informed decisions

It will help me to inform and advise any clients that are potentially in a position where this may be happening to them.

It will allow me to identify DA more clearly

Being more aware of domestic abuse safeguarding issues

To ask pertinent questions of people we visit and refer to the MASH where there may be DA

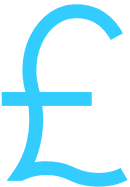
I'll be aware of how tech can be used in DA situations.

To lead partnership improvement activity

Be more aware of how to spot domestic abuse.

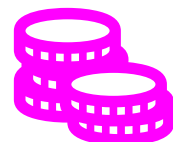
Pooled Budget

The SSAB was funded by partner agencies during 2022/23. Financial contributions totalled £298,555. To ensure that costs associated with Safeguarding Adults Review it was agreed that £50,000 be carried forward from the previous year.



15

Partners contributions ensure that the SSAB can continue to operate, showing a significant commitment on the part of partners to work together and jointly take responsibility for decision making and running the Board. In addition to contributing financially, partners continued to contribute staff time to ensure effective working of the Board.



Breakdown of partners contributions *

Partner Agency	Partner Contribution 2022/23	% split
Surrey CC	£117,450	39.3%
Surrey Heartlands ICB	£117,450	39.3%
Surrey Police	£29,000	9.7%
Health Agencies	£13,050	4.3%
District & Boroughs	£11,605	3.8%
SECAmb	£10,000	3.3%
Total Contributions	£298,555	100%
Carried Forward	£50,000	
Income from training	£112	
Total Board Budget 22/23	£348,667	

During 2022/23 the Board spent £167,281.00. The majority of costs were spent on staffing, followed by the costs associated with conducting Safeguarding Adults Reviews.



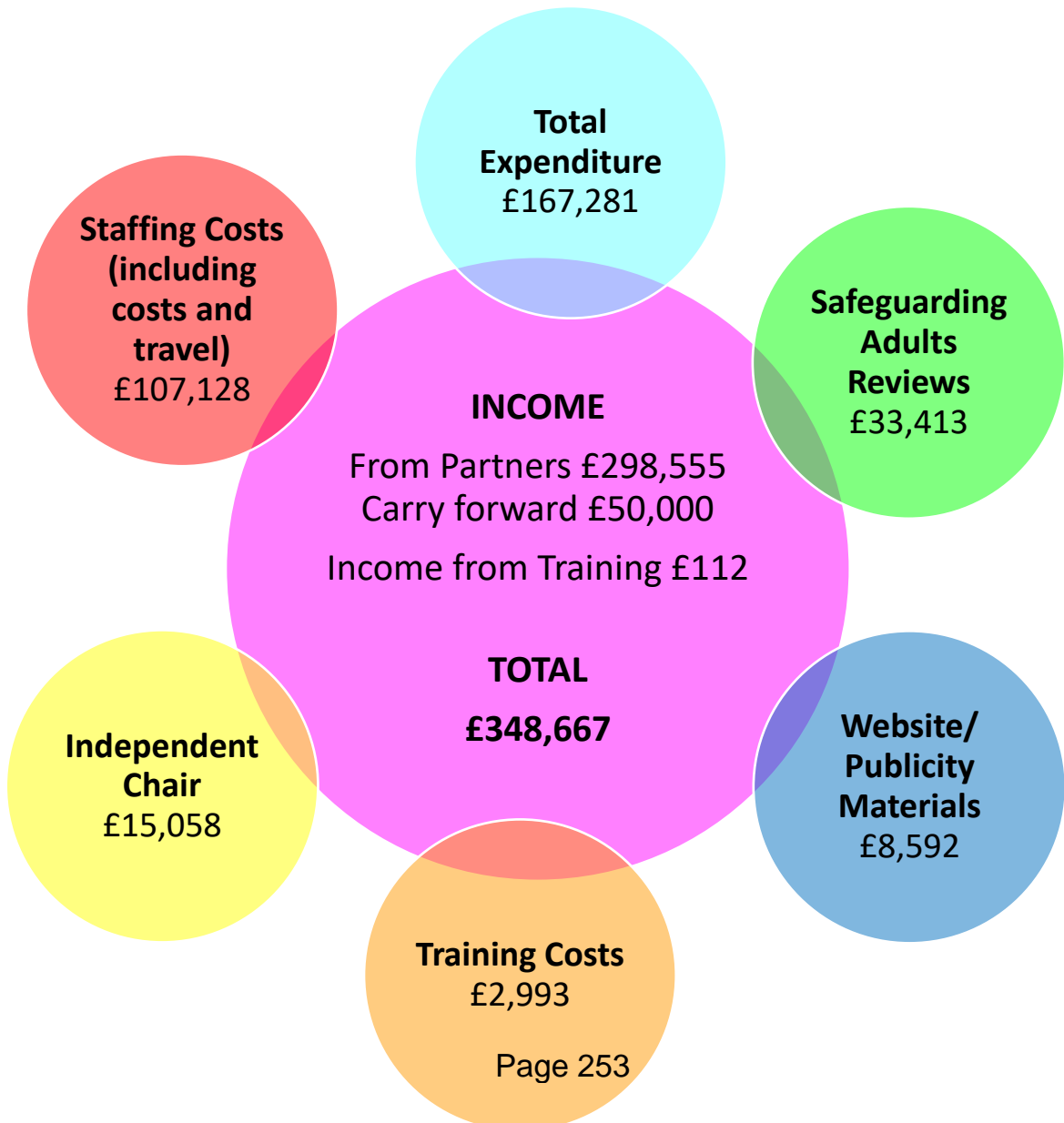
Pooled Budget cont.

There was an underspend within the 2022/23 year, the SSAB recognised that potential costs in 2023/24 would be greater due to an increase in the number of statutory reviews. It was agreed that all monies remaining within the 22/23 budget would be carried forward into the 2023/24 budget.

15

A Memorandum of Understanding was developed with partners in relation to funding and this will be implemented in the 23/24 year.

Breakdown of SSAB Expenditure for 2022/23



Journey for 2023-24

The 22/23 year is the first year of the SSABs 3-year Strategic Plan which covers 2022-2025.

15 The 22/23 annual report has reported on what work has been done within the year against the priorities by both the SSAB and the subgroups and task and finish groups.

Next year, moves the SSAB into the second year of the 3-year strategy and the following pages detail how the strategic priorities will be taken forward over the next year.

The graphic features a central yellow box with the text: "Surrey Safeguarding Adults Board Annual Plan 2023/2024 ADULTS IN SURREY LIVE A LIFE FREE FROM FEAR, ABUSE AND NEGLECT". Below this is an illustration of four stylized human figures in orange, yellow, green, and blue. To the left is a decorative grid of orange dots. At the bottom, there is a dark purple banner with white text listing strategic priorities and contact information.

Surrey Safeguarding Adults Board
Annual Plan
2023/2024
ADULTS IN SURREY LIVE A LIFE FREE FROM FEAR, ABUSE AND NEGLECT

STRATEGIC PRIORITIES
Priority 1: Prevention and Awareness
Priority 2: Communication and Engagement
Priority 3: Quality and Improvement
Priority 4: Reflection and Learning

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For more information please email the Safeguarding Adults Board
Email: surreysafeguarding.adultsboard@surreycc.gov.uk

Journey for 2023-24

Priority 1:

Prevention and Awareness

Improve community awareness including using available opportunities to increase public involvement, and to engage media interest.

- How we will do this:
 - ❖ Incorporate into the communication strategy.

15

Ensure the role of carers and the challenges they face are recognised and action is taken to prevent carer breakdown and abuse/neglect.

- How we will do this:
 - ❖ Review research re generational differences of carers of asking for help/support.
 - ❖ Strengthen relationship with Action for Carers and other carer support agencies including leads I SCC Adult Social care.
 - ❖ Review and update SSAB website Carers Page.

Support the use of best practice to reduce avoidable safeguarding incidents.

- How we will do this:
 - ❖ Establish a shared understanding of what is an avoidable (preventable) safeguarding incident.
 - ❖ Review ASC data to determine the volume of safeguarding concerns that are considered avoidable(preventable) safeguarding incidents/types of incidents.
 - ❖ Determine best practice that is available in regard to avoidable (preventable) safeguarding incidents.

Highlight neglect and acts of omission issues and develop stronger mechanisms to address these

- How we will do this:
 - ❖ Develop spotlight on neglect/acts of omission within SSAB website.
 - ❖ Referrers will have an awareness of the referrals they are making in regard to neglect/acts of omission and develop plans to address these.

Journey for 2023-24

Priority 2:

Communication and Engagement

Coordinate the development and delivery of an annual communication strategy that sets out what the SSAB will do. Focusing on key messages, target audiences, ensuring that the message has been delivered.

➤ How we will do this:

- ❖ Develop a communication strategy with key agencies and partners.
- ❖ Ensure that the communication strategy includes key message and target audiences.

Develop a model to gain the voice of adults with care and support needs and carers, and link with existing services and groups.

➤ How we will do this:

- ❖ Map existing networks that gain the voice of the adult with care and support needs and carers.
- ❖ Work with existing networks to gain the voice of the adult/carer regards the SSAB comms work.
- ❖ Review pathway for homeless adults with care and support needs in regard to safeguarding concerns and gaining their voice.
- ❖ Further develop links with existing groups including Surrey and Ethnic minority forum (SMEF); GRT leads.

Work closely with other Boards to ensure smarter working, eliminate duplication, and share Surrey wide comms benefits.

➤ How will we do this:

- ❖ Continue to consolidate relationships with other Surrey Boards/Partnerships and share communications strategies to determine cross-over

Journey for 2023-24

Priority 3:

Quality and Improvement

Identify from audits and available data trends and research, adults in need of care and support who are or have been experiencing abuse or neglect (increase in neglect, and abuse in people's own homes) this will help drive our workplans and agenda.

➤ How we will do this:

- ❖ Establish audits undertaken by partners.
- ❖ Review partners audits for themes/trends and available research.
- ❖ Adapt workplan based on findings.

Develop an assurance process to capture the voice of people with lived experience, particularly in respect of making safeguarding personal, and using this to drive practice improvements.

➤ How we will do this:

- ❖ Determine existing processes for capturing adults' experiences locally/nationally.
- ❖ Develop a Surrey process for assurance of adults' experiences based on national/local examples.

Journey for 2023-24

Priority 4:

Reflection and Learning

Disseminate learning from Safeguarding Adult Reviews and other statutory reviews to ensure that learning is embedded across the partnership.

15

➤ How we will do this:

- ❖ Examination of QA returns for assurance purposes to include how agencies ensure this across their workplace.
- ❖ Consider a process for multi-agency learning and how this is embedded across the agencies.
- ❖ Develop different methods for dissemination learning.

Share learnings, be they good practice or areas of development.

➤ How we will do this:

- ❖ Learning Summary template will be reviewed and updated as appropriate based on feedback from agencies.
- ❖ Establish links with the DHR Coordinator who has oversight of DHRs across the country and develop consistency of approach for sharing learning.
- ❖ Emerging issues from networks will be discussed at the SAR and Learning meetings and any required actions will be taken forward.

Surrey County Council – Adult Social Care



We have been very successful in raising awareness of safeguarding adults and our proactive stance and strong practice in applying S44(1) Care Act criteria has led to a high number of enquiries.

15

We remain active members of the SSAB and its subgroups. We are involved in all the Safeguarding Adults Reviews that the SSAB is conducting.



Lessons learnt from a variety of sources including SARs and internal reviews, indicate that our staff have not always been as focussed on prevention as much as they could have been. We recognised that opportunities to carry out s9 Care Act 2014 assessments, when there was a risk of neglect or abuse and when the Care Act required it, may have been missed. Our Director of Adult Social Services met with all our managers to give clarity on our statutory obligations, and our Principal Social Worker and Head of Adult Safeguarding delivered sessions on this to managers that they cascade to their teams.

We have worked with SSAB to produce information to the public in a range of formats.



Challenges faced in 2023/24

- Managing the volume of adult safeguarding concerns and enquiries: We have engaged an external consultant to support us with this work.
- The complexity of working with people with care and support needs experiencing domestic abuse: We are reviewing our expectations about the training our staff should have regarding domestic abuse.

Surrey Police



Surrey Police is responsible for policing a varied geographical area of busy towns and rural areas with a population of approximately 1.2 million people. Surrey Police employ around 4,000 officers and staff and cover all areas of operational policing business. Major Crime, Firearms, Roads Policing, Dogs Section are collaborated with Sussex Police. All other operational teams, including Public Protection are Surrey only.

15



In April 2023, we welcomed our new Chief Constable, Tim de Meyer. The Chief Constable has launched "Our Plan" which falls under four main headings: Investigations, Leadership, Problem Solving and Standards. The following are mission statements associated with the plan (please note this is not an exhaustive list) Prevention of crime, investigating thoroughly, pursuing criminals relentlessly, providing outstanding victim care, demonstrating ethical high standards and reflecting communities.



Surrey Police are active contributors to the ASE and the SSAB. The Strategic Manager for Public Protection was invited to act as Deputy Chair to the Independent Chair in Spring 2023. The Strategic Manager also chairs the SAR Decision Panel and the SAR & Learning Group. We have previously maintained good representation at other groups such as the Quality Assurance Group and Communications Group.

Surrey Police provided an author for a SAR and has completed the investigation (November 2023) prior to SSAB sign-off.



Surrey Police are currently in pilot developing a new model in relation to our response to Adults at Risk which includes adult safeguarding and adult at risk joint or single agency investigations. It is acknowledged that investigations concerning adults at risk require specialist staff to investigate and we are committed to pursuing opportunities to work collaboratively with our colleagues across all agencies and the third sector to improve the lived experiences of those who are victims of crime and/or require us to protect them and to seek out and identify those who neglect or abuse and bring perpetrators to justice or find proportionate and suitable criminal justice or other outcomes.

Surrey Police

We continue to face challenges alongside partners in achieving the best joint working possible, however, there is a willingness to do this as it is accepted that no one agency can act alone.



★ We have revisited our interview suites across the force and made significant adaptations being cognisant of recommendations made from a trauma informed and neurodiversity perspective.


15 internal audit in summer 2023 reflected that we have generally recorded crime relating to adults at risk appropriately and the standard of safeguarding was good.



★ We are running daily triage meetings discussing all adult at risk cases. This is proving to be highly effective in assessing risk and improving investigation standards but also is providing an excellent platform for learning.


There is also a weekly round up meeting for the Adult at Risk Team which looks at any presenting challenges, encourages staff to discuss the voice of the victim and disseminate good learning.



 Surrey Police use social media well to promote the importance of protecting vulnerable people.

We visited several garden centres in Adult Safeguarding Week to speak to the public about protecting vulnerable people.



 We contributed several presentations at the Adult Safeguarding Conference, including, financial abuse and cuckooing.

Challenges faced in 2023/24

- Potential demand exceeding available resources, particularly specialist resources.
- Understanding that adult at risk investigations are often complex and potentially increasing due to a number of socio-economic factors, such as more elderly people living in the community being cared for by family or friends or people who have “befriended” the adult at risk posing risk of intended or unintended abuse and/or neglect.

Surrey Heartlands and Frimley Integrated Care Boards (ICBs)



Surrey Heartlands ICB appointed a Transitions Safeguarding Advisor, this was one of the first in the country.

The MARAC GP Protocol was successfully embedded across Surrey following a 6-month pilot exercise in 2022.



A Domestic Abuse Health Steering Group was established to ensure the ICB is compliant with the Domestic Abuse Statutory Guidance.

The LPS Steering Group was transformed into the MCA Health Forum to ensure the ICB continue to embed the use and application of MCA, and taking the learning from the LPS Implementation Group.



The LeDeR and MCA Steering Group have helped to develop the MCA deep dive audit template for providers to use, to reassure themselves of their compliance and competence. This was adapted for use in all provisions including Acute, Community Trusts, Care Homes, Domiciliary and Support Living provisions. This has also been shared with the NHSE Southeast Region Safeguarding Network.

Funding Secured from Skills for Care to set up a Surrey wide LD forum to address lessons learnt from LeDeR.




Care home audit has been further developed to support domiciliary and supported living providers.


The ICB disseminates the learning and recommendations from DHRs/ SARs throughout the health economy, via named/ lead nurse safeguarding professional meetings (which updates provider training sessions), primary care DA study day, health action plans and lunch and learn events.




Surrey Heartlands and Frimley Integrated Care Boards (ICBs)


 The MCA audit tool was showcased at the NHSE Southeast Region Safeguarding Network, and several other areas have requested the audit tool for their own areas.

 **15** Funding for the HIDVA's was secured for an additional year (2023/24) following the pilot.

 The Surrey ICB safeguarding team have continued to prioritise the input into the statutory review process in spite of the exceptional high workload and the impact this is having on other work streams.

 Quarterly safeguarding supervision sessions for GP practice leads allows the ICB safeguarding team to hear the voice of the adult through frontline staff.

 The Surrey ICB Safeguarding newsletter includes links to the SSAB newsletter, and links and briefings about SARs upon publication.

The ICB DA lead attends 'Our Communities' partnership meeting to ensure the ICB develop and maintain connections, services, and awareness to support woman and girls from minoritised backgrounds. 

 Promote safeguarding events through the ICBs social media accounts.

Challenges Faced Moving into 2023/24

- A major challenge for the team, as well as providers is the large number of SARs and DHRs being commissioned. Whilst managing to keep apace, there is a risk that if numbers continue at the rate seen during 2022/23, that the ICB and providers may not be able to meet statutory responsibilities in relations to SARs and DHRs.
- Workforce capacity to deliver the identified learnings, and best practice guidelines from reviews.

Acute Trusts

Royal Surrey Hospital Foundation Trust



The RSFT Safeguarding, Domestic Abuse and Prevent policies have been updated to align with the SSAB and ICB strategic plan and policies. During 2022/23 RSFT saw an increase in joint working between the RSFT Children's, Midwifery and Adults Teams, with the development of a quarterly Joint Safeguarding Adults and Children Committee, interim committee and a joint annual report to SSAB

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The output of this work overall is an increased awareness trust wide of abuse and domestic abuse across a wider range of demographics, increased referral rates, improved patient experience/outcomes and improved partnership working with other agencies to support victims and survivors in the long term. Further work is underway with RASASC, the Surrey Police IDVA and the SARC to support patients attending the trust for planned procedures and appointments.

The Safeguarding Adult Team have seen referral figures remaining consistently high during 22/23 in relation to previous years. The complexity of cases has increased in line with the local and national picture. Although many referrals involve adults with care and support needs requiring a referral to Adult Social Care via the Multi-Agency Safeguarding Hub. The Safeguarding Adults Team are also supporting more individuals requiring other referral pathways such as Police, Domestic Abuse Outreach and referrals for assessment of Care and Support needs under Section 9 of The Care Act for self-neglect or emerging care and support needs.



The RSFT Safeguarding, Domestic Abuse and Prevent policies have been recently updated within 22/23 to align with the SSAB and ICB strategic plan and policies. During 2022/23, saw increase in joint working between the RSFT Children's, Midwifery and Adults Teams, with the development of a quarterly Joint Safeguarding Adults and Children Committee, interim committee and a joint annual report to board.

Acute Trusts

Royal Surrey Hospital Foundation Trust cont.

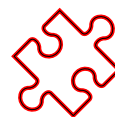
The RSFT Safeguarding Adult Team was very involved in the SSAB Safeguarding week during 22/23, with promotional stands in the hospital main entrance during the week and on White Ribbon Day and Carers day also. The Trust Communications Team supported with the use of social media and online publications interviews with safeguarding leads and IDVAs, including profiles of the Team and other resources.



The team worked alongside the Emergency Department to launch the new Domestic Abuse pathway and raise awareness of the Hospital IDVA role both in the hospital and the community teams. The Safeguarding Adult Team also presented throughout the year at the LGBTQIA+, Disability and Women in Leadership forums, and delivered safeguarding training at the RSFT community hubs and at the University of Surrey with the Midwifery students. In addition to this the Safeguarding Adult Team began planning for the 23/24 RSFT Safeguarding conference, which is based around the national Violence Against Women and Girls strategy but includes a wide range of diverse speakers and topics to ensure inclusivity.

Challenges Faced Moving into 2023/24

- The increasing number of professionals and best interest meetings that the Safeguarding Adults Team are involved with, along with increasingly complex Police investigations involving a variety of forces from around the country have placed significant demands on the Safeguarding Adult Team in terms of resourcing and capacity.
- Involvement in DHRs and SAR panels, along with collating summary of involvements (SOI) for the increasing number of DHRs and SARS in 23/24 has placed further operational pressures on an already small team.
- Uncertainty about ongoing sustainable funding for the Hospital IDVA role given the investment in training and awareness mentioned previously is both a challenge and a challenge.



Acute Trusts

Surrey and Sussex Healthcare NHS Trust (SASH)



Head of Safeguarding has attended all SSAB meetings and ensured information from the board is disseminated throughout the organisation.

Expansion of the virtual level 3 Think Family safeguarding training includes face to face sessions, ensuring that all staff have access to the training.



Safeguarding training compliance at all levels around 80%.

Deprivation of Liberty applications averaging 60-70 per month.



Development of separate Domestic Abuse policies for service users and workforce.

Successful National Safeguarding Adults week, with lots of engagement and working collaboratively with First Community Healthcare.



Two members of the SASH safeguarding adults team recognised at the SASH Star Awards by being awarded two separate awards for Dignity and Respect, and Patient Safety.

The evaluation feedback provided by colleagues who attended the SASH Think Family Safeguarding Training day provided acknowledgement and evidence that they all continue to find the training valuable and educational.



The number of fully documented Mental Capacity Assessments accompanying the DoLS applications demonstrates continuous improvement.

Acute Trusts

Surrey and Sussex Healthcare NHS Trust (SASH) Cont.

The team work closely with inpatients who are referred to the safeguarding team, often hearing their voice first hand and ensuring that this is listened to and central to all decisions and care pathway.



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Working closely with the community NHS and care home colleagues, encouraging clear communication lines between clinical staff and community professionals.

During our training day when speaking about Safeguarding, we teach that the learning is as relevant for the community, home environment and other places such as places of religious worship, schools, sports organisations for example, especially around the Think Family mindset. Also, to be aware of vulnerabilities that make a person more susceptible than others, to be exploited or radicalised and to recognise the risks and dangers within the community and home environments.



Challenges Faced Moving into 2023/24


- Ensuring that there is continued improvement in applications of the Mental Capacity Act and Deprivation of Liberty Safeguards.
- The future of the HIDVA role following a very successful extended three-year project is very uncertain, there continues to be no identified funding stream for the future, the role has proved to be extremely valuable to victims/ survivors of Domestic Abuse accessing acute health care services, the future without this role within the acute setting now it is firmly embedded is deeply concerning. The role is due to end March 2024.

Acute Trusts

Ashford and St Peters Hospital (ASPH)

 The Trust is an active participant of the SSAB, supporting this work through attending the SSAB meetings, Health Subgroup, Safeguarding Adult Review Panel, Safeguarding Adults Review and Learning group and chairing the Policy and Training subgroup.


During 2022/23 the Trust was able to contribute to the strategic plan by streamlining responses to S42 enquiries, disseminating thematic learning from enquiries and working across the multi-disciplinary hospital teams to identify areas of practice improvement.

 This work has seen significant improvements being made in the timeliness of district nurse referrals, supporting a reduction in avoidable safeguarding incidents.

As many safeguarding concerns are raised once the patient has been discharged from the acute Trust, it is not always possible to get this information first hand but understanding the impact on the patient (or their families) is of paramount importance to improving care and this is being used within the hospital as part of ongoing training to improve sharing of learning across the organisation. The close working relationships between the hospital safeguarding team, the adult social care team and the MASH has led to improved and consistent decision making relating to S42 enquiries.

 Work to challenge and improve capturing the voice of the person affected, where the person has capacity, to inform the enquiry continues to be undertaken across the teams.

The Trust took part in the SSAB safeguarding awareness campaign, hosting a stand within the hospital to engage with staff and patients.

 Due to the nature of the organisation, raising awareness in the community is challenging.

Challenges Faced Moving into 2023/24

- Improving training compliance – this is being closely monitored within the Trust divisions and overseen by the risk scrutiny and safeguarding committees.



Surrey and Border Partnership Trust (SABP)



Development and implementation of Ambassadors against Domestic Abuse forum.



Implementation of Think Family Guidance, Toolkit and Poster.

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Roll out of the Oliver McGowan Mandatory Training in Learning Disability and Autism.

Strengthened our relationship with Adult Social Care to develop increased consistency and quality of referrals, outcomes and undertook a joint deep dive into safeguarding referrals from one of our mental health inpatient services. This has been fed back through our ICB oversight group for MH and LD&A.



The Trust was commended by Surrey Heartlands ICB for the work done around domestic abuse and for developing the Ambassadors against Domestic Abuse Forum (including ToR).



We are currently looking at business case to align our safeguarding training provision more closely to the Intercollegiate Document with an aim to have this up and running by the end of this year. We are also looking at ways to make sure that learning from SARs and DHRs has robust channels for dissemination. We are also looking at in house domestic abuse training.

Surrey and Border Partnership Trust (SABP)

Safeguarding Adults related themes are shared at the Trust learning events. These events take place quarterly. One of the learning topics shared was SAR Peter, professional curiosity, and asking routine question about domestic abuse.



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We also hold FoCUS meetings, (FoCUS is a forum of carers and people who use our services). They enable people to have their say about the way we do things and help us improve services.


Challenges Faced Moving into 2023/24

- Demands due to extremely high volume of SARs and DHRs.
- The training compliance for safeguarding adults L2 training is currently below the NHS and Trust compliance average - the safeguarding adults' team and safeguarding adult's educator provided assurance to the Trust Safeguarding Committee that we are looking to increase provision of SGA L2 training, we will contact teams with low compliance to explore barriers and work together to bring the compliance figures up.



Community Providers


First Community Health & Care (FCHC)

 First Community have provided consistent and proactive attendance and contribution at the SSAB Meeting and subgroups which has supported the Board in many of the strategic priorities. First Community has actively supported the SSAB with the Communication and Engagement priority of the Strategic Plan. We have reviewed leaflets, contributed to development of the communication strategies, and was a member of the task and finish group to assist with the promotion of Adult Safeguarding Week.

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First Community have continued to focus on ensuring that Safeguarding Adults has remained high on the agenda within the organisation. This has included a roll out of a new training strategy, the introduction of a comprehensive Supervision Policy and the creation of an enthusiastic Safeguarding Champion Group to support this process.



 During 2022/23 First Community had a CQC inspection and were rated good in the area of Safe.

There continues to be an increase in the number of safeguarding concerns raised with the MASH during this year indicating that staff are increasingly aware of what constitutes a concern and are reported appropriately; this year a new process has been embedded to ensure the follow up of these concerns.



Community Providers

First Community Health & Care (FCHC) Cont.

Following a Routine Enquiry Audit domestic abuse has been a particular priority for First Community, and this has seen more robust processes for recording disclosures, MARAC information and onward referrals within a 'Think Family Approach'. A particularly difficult case involving an extremely vulnerable lady living with her husband had a positive outcome following some effective multi agency working across the agencies.



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First Community Adult Safeguarding Lead and the Safeguarding Champions spent a day during Adult Safeguarding Week November 2022 hosting a stall in the Belfry Shopping Centre (Redhill) on behalf of the SSAB. SSAB information and merchandise was handed out to the general public to help raise awareness of Adult Safeguarding. The Adult Safeguarding Lead and Champions had a positive day engaging with the local population sharing information and responding to queries.

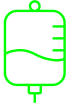
Challenges Faced Moving into 2023/24



- Ensuring that staff have capacity to engage in the training requirements outlined in the intercollegiate document
- Embedding mental capacity assessment and documentation in everyday practice


Community Providers

HCRG Care Group

 The Safeguarding Advisor and/or Quality Lead attend and contribute to SSAB and subgroup meetings as available and contribute to development of policy and procedures along with partner agencies.


HCRG Care Group also complete annual report and Self-Assessment framework.



 SSAB and CCG Newsletters and training and learning opportunities are shared across the services.


Colleagues contribute as required to multi agency meetings.



 Learning from SARs and S42 enquiries both local and national is discussed at Clinical Governance meetings and Safeguarding Champions meetings and disseminated by the Safeguarding Champions throughout the services and used as discussion topics during safeguarding supervision.


SSAB and HCRG Care Group and general SG information is provided in all clinical waiting areas in the form of leaflets and posters, both from our organisation and the local authority.



 There is information available on our website including our complaints process and links to adult safeguarding information on the Surrey CC website, and links to CQC inspections.

Learning shared from Root Cause Analysis panels is also available for all colleagues to use for team meetings and Safeguarding supervision. Key learning is also uploaded onto our intranet.



 Learning from SARS, DHRs and cases from across the organisation as well as newspapers and journals is shared through newsletters, briefings and in team meetings.

Dental Services have been proactive in identifying cases of dental neglect within care home settings and have initiated special training sessions for staff to improve patient's dental hygiene and care. Dental team are proactive in ensuring MASH raised in 'was not brought' situations.




Community Providers

HCRG Care Cont.

MCA audit carried out no concerns identified.



 National Annual Safeguarding audit which is peer reviewed by Safeguarding Leads from other services did not identify any concerns regarding Safeguarding knowledge of teams or Safeguarding practice, reviewer commented on comprehensive evidence provided support audit.

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Recent CQC inspection completed for adult community services with the outcome of GOOD across all domains.



 All newsletters are shared with the community service teams and discussed at meetings.

Surrey Safeguarding Adults Board information is shared and discussed in safeguarding meetings.



 Safeguarding champions and safeguarding supervision is in place.

Challenges Faced Moving into 2022/23



- Waiting lists in some of our community services e.g., Podiatry, Special Care Dentistry. We are reviewing the lists to ensure no harm is coming to patients and giving advice on going home to manage their condition while they wait for an appointment.
- Staff recruitment is currently a challenge. However, we are holding recruitment events and recruitment from overseas are proving successful in some areas. Nationally processes are being streamlined to aid with recruitment and onboarding.

Buckinghamshire and Surrey

Trading Standards



The Prevention Team made 686 scam/ fraud related disruptions.



The total impact of these disruptions is approximately £11million.



The Prevention Team trained 2021 individuals as Friends Against Scams (FAS) or equivalent (Champion/Marshal).



This prevented approximately £50,000 of fraud and saved Health and Social care around £74,000.



The Prevention Team installed 31 door cameras into the homes of vulnerable residents being targeted by in person door step scammers.



The Prevention Team installed 110 call blockers into the homes of vulnerable residents being targeted by cold calling fraudsters.



The call blockers stopped 57,038 scam/nuisance calls originating from both national and international call centres.



The call blockers stopped 48,165 scam/nuisance calls originating from both national and international call centres.



The call blockers prevented losses of around £1.8million



The call blockers saved Health and Social Care an estimated £1million.

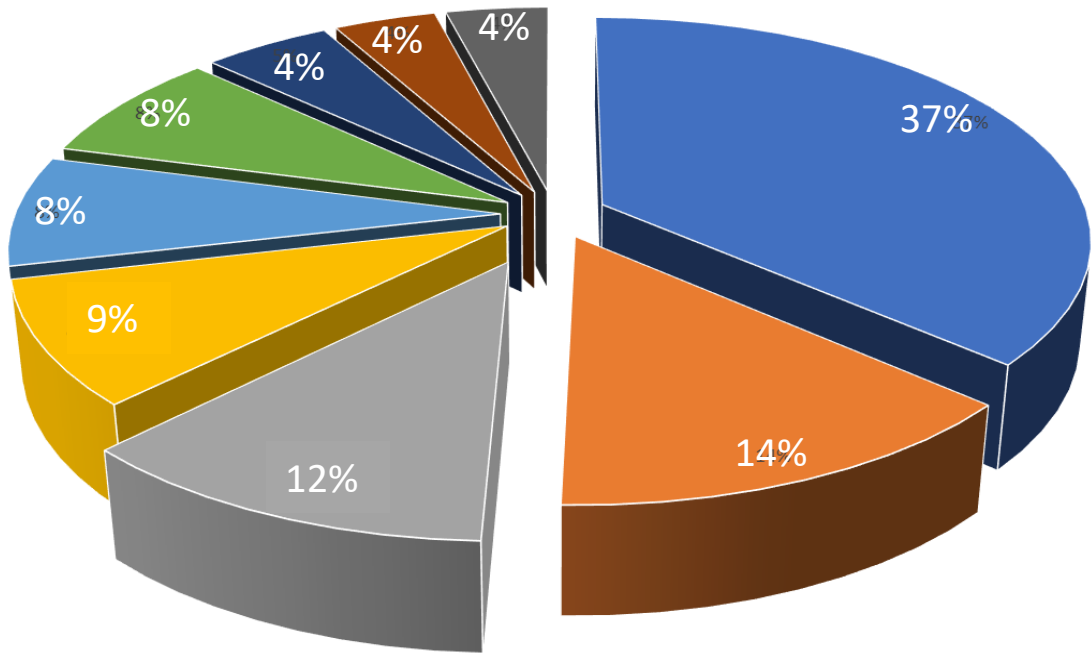
Buckinghamshire and Surrey Trading Standards



The breakdown of intercepted scam/ nuisance call types are below:

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Scam/Nuisance Call Types Blocked Dec 2022



- Insulation
- Medical
- Solar
- Debt
- Broadband
- Bank
- Boiler
- Energy
- Insurance

Buckinghamshire and Surrey Trading Standards



Photos from events/ campaigns:



Pride in Surrey.



#SleighNoToLoanSharks

STOP LOAN SHARKS
Intervention . Support . Education

Christmas campaign to raise awareness of the dangers of loan sharks.



Visit by The Earl of Lindsay, President of the Chartered Trading Standards Institute.



What's the price of modern slavery?



**Free business webinar
18 October at 2pm**

Multiagency webinar to mark Anti-Slavery Day.

Surrey Prevent (Counter-Terrorism) and Channel Panel

The UK government's counter terrorism strategy, CONTEST, is made up of 4 strands:

-  Pursue
-  Prevent
-  Protect
-  Prepare

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The aim of the Prevent strategy is to reduce the threat to the UK from terrorism, by 'stopping people becoming terrorists or supporting terrorism'.

Prevent focuses on all forms of violent extremism and terrorism and is a multi-agency approach to safeguarding and prevention.

The Counter Terrorism and Security Act 2015 introduced a new Prevent Duty. Specified authorities must have "due regard to the need to prevent people from being drawn into terrorism".







It also introduced a duty for local authorities to provide support for people vulnerable to being drawn into terrorism, through Channel Panels.

Channel Panel is an early intervention scheme that supports people who are at risk of radicalisation and provides practical support tailored to individual to protect and divert them away from being drawn into terrorism.

Surrey Prevent (Counter-Terrorism) and Channel Panel cont.

In Surrey, Channel Panel hold monthly multi-agency meetings Chaired by Surrey County Council.

15 Between April 2022 to March 2023,

-  69.12% of the adults known to the Channel Panel had care and support needs. (decrease on 2021/22)
-  69.12% of the adults known to the Channel Panel were also known to adult social care. (decrease on 2021/22)
-  69.12% were known to adult mental health services. (decrease on 2021/22)
-  69.12% had care and support needs related to mental health issues. (decrease on 2021/22)
-  11.88% had care and support needs related to substance misuse issues. (decrease on 2021/22)
-  34.56% had care and support needs related to autism. (decrease on 2020/21)

SURREY COUNTY COUNCIL

CABINET

DATE: 25 JUNE 2024

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

LEAD OFFICER: ANNA D’ALESSANDRO, INTERIM EXECUTIVE DIRECTOR FOR FINANCE & CORPORATE SERVICES (INTERIM S151 OFFICER)

SUBJECT: 2023/24 OUTTURN FINANCIAL REPORT

ORGANISATION STRATEGY: NO ONE LEFT BEHIND / GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT / TACKLING HEALTH INEQUALITY / PRIORITY AREA: ENABLING A GREENER FUTURE / EMPOWERED AND THRIVING COMMUNITIES / HIGH PERFORMING COUNCIL



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Purpose of the Report:

This report sets out Surrey County Council's 2023/24 financial performance for revenue and capital, including the year-end Treasury Management and debt outturn position. Further details on Directorate budgets can be found in Annex 1.

Key Messages – Revenue

- The Council has worked hard over recent years to improve its financial resilience and strengthen financial management. This has provided strong foundations for the Council's finances during a significantly challenging financial year.
- The 2023/24 financial year has featured some of the most severe pressures faced for many years. Public services are under significant strain, with ongoing funding uncertainty, further compounded by increased demands for vital services and the highest inflation in four decades.
- The Council has ended the year with a £2.8m overspend (less than 0.3% of the net revenue budget), after the utilisation of the base budget risk contingency of £20m. It is recommended that this is covered by a draw-down from the Budget Equalisation Reserve, to mitigate the impact on the General Fund. The requirement to utilise the contingency for a second year in succession and the need to draw on reserves to balance the year-end position for the first time since 2017/18, reflects the significant pressures and high inflation environment experienced throughout the year.
- The financial challenges are set to continue, and the Council will need to demonstrate the same diligence and commitment to strong financial management in the years to come in order safeguard our financial resilience, protect our services and deliver on "No One Left Behind."
- The Council achieved £53.9m (c78%) of the £69.4m target of efficiencies set out at the beginning of the financial year, including those delivered through transformation programmes. In addition, there was £5m of early or over achievement of efficiencies to mitigate some of the impact of those unachieved. Further details on efficiencies achieved and reasons for non-achievement are set out in paragraph 21-23.

- A proportion of the unachieved efficiencies will be achieved in future years. Where it is the case that efficiencies remain unachievable, the impact will be factored into the 2024/25 budget monitoring position and actions taken to mitigate, where it has not already been reflected as part of the 2024/25 budget setting process.
- The revenue outturn shows an improvement of £0.5m from M11, mainly relating to the net of:

Increased overspends of £1.5m in the following Directorates:

- **Adult Social Care deteriorated by £0.8m** due to £1.9m increased pressures on the care package budget related to higher than forecast care package expenditure, reduced joint funding income, a higher than forecast increase to bad debt provisions for assessed charges and NHS debts and £0.3m increased staffing expenditure. Partially offset by £1.1m reduced net expenditure on community equipment and carers services, and £0.3m of increased government grant income.
- **Children, Families and Lifelong Learning deteriorated by £0.2m**, due to a small increase in the home to school transport cost and some minor changes across a number of other budget areas.
- **Environment, Transport & Infrastructure deteriorated by £0.3m**, primarily due to waste management costs including higher business rates and increases in the volume of some types of waste. These were partially offset by smaller reductions across other services including increased recharges and income, and the impact of a milder winter on highway costs.
- **Resources deteriorated by £0.2m**, due to a further £0.3m of Business Services spend to support its improvement programmes, offset by a net reduction of £0.1m from smaller changes across various services in the Directorate.

Offset by £2m reductions in the following:

- **Customer and Communities improved by £0.1m** in various services, mainly due to recruitment delays and additional income.
- **Prosperity, Partnerships & Growth improved by £0.1m** improved, due to reduced spending relating to the Surrey Growth Fund.
- **Central Income & Expenditure and Corporate Funding improved by £1.8m**, due to a number of offsetting movements, materially, an overspend on the feasibility fund, an under-recovery on income from investment properties and subsidiaries and increases in corporate costs (such as additional pay inflation relating to the pay award and the Pay & Reward Project), offset by further underspending on the redundancy budget and additional business rate income.

Key Messages – Capital

- The Council set a capital budget for 2023/24 of £308.7m in January 2023. The budget was reset at month five to £266.7m, taking into account carry forwards, acceleration, known delays and in-year approvals. Following a year-end adjustment relating to delegated schools' capital budgets, the final budget for the year was £278.2m. Capital spend managed by the Strategic Capital Groups was £293.1m, which is a variance to the re-set budget of £14.9m (5.4%). In addition, a further £4.5m of spend was incurred relating to Your Fund Surrey and £1.1m of spend on existing commercial property.

- The variance of £14.9m was made up of £11.1m net acceleration, and an overspend of £3.8m of which £2.7m was funded by additional grants and contributions. Further details are set out in Table 5 below.

Recommendations:

It is recommended that Cabinet:

1. Notes the Council's revenue and capital positions for the year.
2. Approves the drawdown of £2.8m from the Budget Equalisation Reserve to fund the overspend position and offset the impact on the General Fund Balance.
3. Approves capital carry forwards of £39.2m. £15.9m is requested to be carried forward into the 24/25 capital programme, with the remaining £23.3m in 2025/26.

Reason for Recommendations:

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

Executive Summary:

Revenue Budget

1. The Council has worked hard over recent years to improve its financial resilience, ensuring a stronger financial base from which to deliver services and putting in place robust financial management arrangements. Despite this strong position, the 2023/24 financial year has been very challenging and the Council has ended the year with an overspend of £2.8m. This is due primarily to significant pressures in key services including Home to School Travel Assistance, Adults Social Care and Children's Social Care Placements.
2. Table 1 below shows the revenue financial position for the year by Directorate. Annex 1 provides a more detailed service outturn.

Table 1 - Summary revenue financial position as at 31 March 2024

	Outturn £m	Annual Budget £m	Outturn Variance £m
Adult Social Care	443.8	441.3	2.6
Public Service Reform & Public Health	38.5	38.7	(0.2)
Children, Families and Lifelong Learning	286.5	257.6	28.9
Environment, Transport & Infrastructure	156.4	156	0.3
Surrey Fire and Rescue	38.8	38.7	0.1
Customer & Communities	21	20.9	0.0
Resources	97.8	96.7	1.1
Communications, Public Affairs and Engagement	2.2	2.2	(0.1)
Prosperity, Partnerships & Growth	1.9	2.2	(0.3)
Directorate position	1,086.80	1,054.30	32.6
Contingency	0.0	20.0	(20.0)
Central Income & Expenditure	37.0	27.9	8.8
Corporate Funding	(1,121.0)	(1,102.2)	(18.5)
Overall	2.8	0.0	2.8

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

3. A budget of £1,101.5m was approved by Council on 7th February 2023. The Budget was later adjusted to £1,102.2m, due to final movements in Dedicated School Grant funding allocations within the Children, Families & Lifelong Learning Directorate and final Public Health Grant allocations for the year.
4. During the year the impact of high inflation and significant demand and cost pressures was monitored closely and in October 2023, the residual budget risk contingency was released to support the prolonged period of high inflation experienced this financial year and the associated forecast directorate overspends.
5. The final outturn shows a deficit of £2.8m, which includes the full use of the £20m contingency. The Directorate outturn variances can be summarised as follows:

Adult Social Care (ASC) Directorate

6. The final outturn position was an overspend of £2.6m. The main budget variances were:
 - A net overspend on the total care package budget of £10.9m (2.8%) across all client groups due to demand and market pressures and non-achievement of some efficiencies, leading to higher than budgeted care package expenditure, partially mitigated by higher care package income for assessed charges and NHS joint funding, in part linked to demand growth and in part due to higher than budgeted inflation for assessed charging income.
 - A small overspend of £0.5m on the total ASC staffing budget, primarily driven by increased employer pension contributions at year end.

Mitigated by:

- £5.1m net benefit due to additional government grant income, largely relating to the Market Sustainability & Improvement Fund grant, which was used to help fund fee increase to providers, and additional transformation and improvement costs funded by some of the extra grant income.
- £2.5m net underspend on wider support services, largely due to underspends on community equipment and carers services and taking into account corresponding lower than budgeted Better Care Fund (BCF) income for these and other BCF funded services for which less was spent than budgeted.
- £1.2m underspend on the ASC's budgeted contribution to Discharge to Assess system costs in Surrey Heartlands and Frimley due to increased health funding for these services in line with statutory NHS responsibilities.

Public Service Reform and Public Health (PSR&PH) Directorate

7. The Public Service Reform and Public Health directorate ended the year with an underspend of £0.2m. Pressures relating to increased demand for sexual health services and NHS health checks were partially offset by staff vacancies and lower than budgeted inflation costs due to government funding being received for the impact of NHS Agenda for Change pay uplifts on public health contracts.
8. In addition to the £38.5m spent on base budget services, the Directorate managed a range of other external grants including the continued delivery of the Contain Outbreak Management Fund (COMF) which will be fully spent by September 2024, the Changing Futures programme supporting those with multiple disadvantages, the supplementary substance misuse grant and the suicide prevention and bereavement support programme.

Children, Families and Lifelong Learning (CFLL) Directorate

9. The CFLL Directorate ended the financial year with an overspend of £28.9m. This was due to significant variances across a number of key areas:
 - The most significant area of overspend was social care placements and allowances (£16.8m), with a national lack of market sufficiency and price inflation having a significant impact on external agency placements.
 - Home to school travel assistance had an overspend of £10.3m. This was a result of both increases in demand related to the Education Health & Care Plan (EHCP) recovery work and increased costs above normal levels of inflation.
 - Children with Disabilities (CWD) care budgets have also been impacted by rising demand, causing an overspend of £1.5m.
 - Legislation requires matching of special guardianship rates paid to those of fostering allowances resulting in a further £1.9m pressure.
10. These overspends were offset by underspends in internal foster care costs of £1.6m and additional grant receipts in relation to UASC (Unaccompanied Aylum Seeking Children).

DSG High Needs Block Safety Valve

11. In March 2022 the Council entered into a Safety Valve agreement with the Department for Education (DfE) which saw the Council set to receive an additional £100m in funding should it meet a planned trajectory over the following 6 years, with the Council contributing £144m from set-aside reserves.
12. The Council has now successfully completed the second year of the agreement and the progress and delivery achieved has been recognised by the DfE, resulting in a total £76.3m of the committed £100m funding received by the end of 2023/24.
13. The safety valve agreement contained a projected in-year deficit for 2023/24 of £32.4m. The final outturn was an overspend of £33.5m, an overspend of £1.1m. Due to the over delivery of £1.9m in 2022/23, the cumulative position has remained within the perimeters of the agreement.

Surrey Fire & Rescue Service

14. The Surrey Fire & Rescue Service reported an overspend of £0.1m primarily due to an unfunded national pay award (£0.7m) and vehicle running costs (£0.3m), offset by staff vacancies (£0.5m), efficiencies from shared support costs of Joint Fire Control (£0.2m), and grant utilisation (£0.2m).

Environment, Transport, and Infrastructure (ETI) Directorate

15. ETI reported an overspend of £0.3m which is the net of a number of variances across services. These include overspends in Environment (£0.7m) primarily due to waste management costs, and Planning Performance & Support (£0.4m) due to additional project management capacity to support service improvements and legislative change, and dedicated resources to support community engagement activities and events. These are offset by underspends in Infrastructure Planning & Major Projects (£0.5m) due to higher capital recharges and Highways & Transport (£0.3m) where pressures including higher staffing costs and reduced income were offset by savings including reduced concessionary fares costs and the impact of a milder winter.

Customer and Communities (C&C) Directorate

16. C&C reported a full year balanced position a -£0.1m change since than last month. Overall, pressures in Libraries due to income shortfall (£0.2m) and staffing pressures in both Libraries and Customer Services (£0.3m) were offset by underspends in other services mainly due to staffing.

Resources Directorate

17. The Directorate reported a £1.1m overspend, a £0.2m deterioration since last month. Overall, there are several variances across the directorate for 2023/24. Business Services has a net under-recovery of income of £0.9m due to reduced payroll income from maintained, Multi-Academy Trust & Academy schools (£0.3m), the cost of additional support to deliver its payroll and pensions improvement programmes through payroll technical Unit 4 expertise and programme support (£0.4m) and a staffing overspend of £0.2m, due to delays implementing the new structure. Land and Property is overspent by £0.6m partly due to delays in the full financial benefit of the Facilities Management Contract (£0.3m), pressures relating to grounds maintenance (£0.2m) and increased Facilities Management works (£0.1m). These overspends are partially offset by staffing underspends and additional income in other services (£0.4m). The £0.2m increase since last month mainly relates to a further £0.3m of Business Services spend to support its improvement programmes, offset by a net reduction of £0.1m from smaller changes across various services.

Central Income & Expenditure and Corporate Funding

18. The net year position across the Central Income and Expenditure and Corporate Funding budgets was a £9.7m underspend. This was made up of a number of offsetting pressures and efficiencies, most notably one-off additional business rate income from the business rates pool gain, additional business rate multiplier compensation grant due to higher than forecast inflationary compensation and the allocated surplus on the business rates levy account announced in February. In addition, there is reduced spend against the corporate redundancy budget and a reduced uptake of the empty property subsidy from Borough & District councils. The increase in interest rates caused by successive increases in the Bank of England base rate has resulted in pressures on the interest payable budget which is more than mitigated by increased interest income from the Council's short term cash investments and an underspend on the Minimum Revenue Provision Budget due to reduced capital spending in 2022/23. These underspends were partially offset by overspends relating to corporate project costs, an overspend on the feasibility fund and an under-recovery on income from investment properties and subsidiaries.

19. The £20.0m contingency budget has been fully utilised in 2023/24, as approved by Cabinet, to offset the significant pressures experienced.

2024/25 Efficiency Programme Outturn

20. The 2023/24 budget, approved in February 2023, included £69.4m of targeted efficiencies. At outturn, £53.9m of efficiency savings were achieved, £48.8m of the original target and an additional £5m of efficiencies relating to over-achievement against the target or early achievement of future year efficiencies (equating to 78% overall). £20.4m were not achieved. Efficiencies by Directorate are shown in **Table 2**.

Table 2 – Efficiency Achievement by Directorate 2023/24 Outturn

Directorate	Full Year Target	Achieved	Un-achievable	Additional / Early / Over achieved
	£m	£m	£m	£m
Adult Social Care	19.2	14.0	5.2	4.0
Children, Families and Lifelong Learning	33.5	27.0	6.5	0.2
Environment, Transport & Infrastructure	3.9	0.8	3.1	0.7
Surrey Fire and Rescue	0.9	0.5	0.4	0.1
Customer and Communities	0.8	0.8	0.0	0.0
Resources	6.4	5.6	0.8	0.0
Prosperity, Partnerships & Growth	0.1	0.1	0.0	0.0
Central Income & Expenditure	4.5	0.0	4.5	0.0
Total	69.4	48.8	20.5	5.0

70% 30%

21. Reasons for variances in achievement against the original target comprise of the following:

- Adults Social Care underachievement £5.2m, partially mitigated by £4.0m overachievement:** £2.8m of non-achievement relates to demand management and strengths based practice efficiencies which were not achieved due to demand pressures including complexity of care needs, £0.5m for lower than expected additional income related to Section 117 Aftercare and Continuing Health Care, £0.5m related to challenges in achieving the full targets for savings derived from changing care models, £0.4m related to underachievement for planned efficiencies for ASC's in-house reablement services and the remaining £1m related to contract and price based efficiencies which were difficult to achieve in full in the context of market pressures and the broader economic challenges. This was partially mitigated by £4.0m higher than budgeted efficiencies related to the closure of in-house operated Older People residential care homes and home-based care purchasing efficiencies. The overall net underachievement of £1.2m was one of the contributing factors in ASC's total £2.6m budget overspend in 2023/24.
- Children, Families & Lifelong Learning underachievement £6.5m, partially mitigated by £0.2m overachievement:** The underachievement related to £2.8m of different elements of market management, £0.3m of delayed capital projects and £3.4m of stretch targets on managing demand that were not achieved in year. Continuing pressures related to supply in the market outstretching demand and limiting the ability to negotiate lower prices.
- Environment, Transport & Infrastructure underachievement £3.1m, partially mitigated by £0.7m overachievement:** primarily due to increase market prices impacting on delivery of waste & recycling (£2m) and delayed benefits from the implementation of a new civil parking enforcement contract (£0.5m), partially offset by overachievement of a concessionary fares efficiency linked to reduced volumes.
- Surrey Fire and Rescue underachievement £0.4m, partially mitigated by £0.1m overachievement:** primarily due to a reduction in overtime not being achieved, and instead being offset by staff vacancies.

- **Resources underachievement £0.8m:** mainly linked to delays in implementing both the MySurrey system and the new Facilities Management contract.

Central Income & Expenditure underachievement £4.5m: unallocated twin track efficiencies, relating to additional income and contract efficiencies.

22. The level of unachieved efficiencies in 2023/24 reflects the challenging financial context in which the Council operated during this financial year. A proportion of the unachieved efficiencies will be achieved in future years. Where it is the case that the efficiency remains unachievable, the impact on 2024/25 and beyond is being assessed in order to put appropriate mitigations in place.

Financial Resilience and the use of Reserves:

23. The Council has worked hard over recent years to improve its financial resilience and financial management capabilities, building a stronger financial base from which to deliver services. We have reduced our financial risk and delivered service improvement, delivered ambitious investment in capital and transformation programmes.
24. In addition, the Council has built back depleted reserves to an appropriate level, given the assessed risk environment and specific pressures, to ensure our continued financial resilience in an increasingly volatile and uncertain external environment.
25. The 2023/24 financial year has featured some of the most severe pressures faced for many years. Public services are under significant strain, with ongoing funding uncertainty, further compounded by increased demands for vital services and the highest inflation in four decades. The Council has ended the year with a £2.8m overspend, after the utilisation of the base budget risk contingency of £20m. The requirement to utilise the contingency for a second year in succession and the need to use reserves to balance the budget, reflects the significant pressures and high inflation environment experienced throughout the year.
26. The budget for 2023/24, as approved by Full Council in February 2023, did not require the use of reserves to balance the budget. The following summarises the most significant targeted use of earmarked reserves (i.e. using them for their intended purpose to cover one-off or time-limited costs) included in the outturn position:
 - £6.9m net draw down from the Transformation Reserve (£8m base budget contribution to the reserve, less £14.9m transformation spend in 2023/24)
 - £13.4m from the Budget Equalisation Reserve for the following:
 - £5.4m to fund additional investment, targeting improvement in service delivery in some specific areas facing sustained pressure and changing demands (as approved by Cabinet in October 2023).
 - £2.3m to fund one off costs of the Agile Office Programme (as approved by Cabinet in December 2021).
 - £2m from the Workforce Innovation Fund and £0.9m from the Mental Health Improvement Fund (set up in 2022/23).
 - £2.8m relating to a number of smaller items of agreed prior year carried forward underspend positions and project spend.

27. In addition to the above, it is recommended that Cabinet approve a drawdown of £2.8m from the Budget Equalisation Reserve to fund the overspend position and offset the impact on the General Fund Balance.
28. The Council will continue to face challenges to its financial position in the coming years. It is paramount that we continue to ensure that the Council is in a resilient financial position, so that there is no risk of us failing to deliver the crucial services for which we have responsibility in both the short and medium term.
29. The Council's level of reserves remain appropriate to provide the financial resilience required in the risk environment in which local authorities operate. Reserves available to enhance financial resilience (excluding those specifically earmarked) stand at c12% of the 2024/25 net revenue budget. Our focus will continue to be on protecting service delivery to deliver on "No One Left Behind", a continuation of the need to be forward looking in the medium term, as well as the delivery of the efficiencies required to achieve a balanced budget position each year.

2023/24 Schools Outturn

30. Surrey's DSG allocation as at March 2023/24 was £562.9m net (£1,102.1m gross including academies recoupment and academy and college SEND places). In total (excluding the additional safety valve payment) the total DSG blocks overspent by £31.5m, which is summarised in Table 3 below:

Table 3 - Dedicated Schools Grant variances 2023/24

Block	Over/(under) £m
Schools	(1.6)
Centrally managed schools block	0
High needs	33.5
Early years	(0.4)
	31.5
Safety valve payment 23/24	(12.3)
In-year movement	19.2

Schools Balances

31. Surplus balances held by individual Surrey maintained schools have increased overall by £2.2m. Table 4 sets out the variances:

Table 4 – Schools Balances

Total net surpluses (excluding schools converting to academies before 31 Mar 2024)

	31 March 23 £m	31 March 24 £m	Increase/ (Decrease) £m
Nursery	0.9	1.2	0.3
Primary	25.5	25.7	0.2
Secondary	11.4	13.6	2.2
Special	5.2	4.8	(0.4)
PRU	0.7	0.6	(0.1)
Total	43.7*	45.9	2.2

**Inclusive of 12 Schools which have since converted to Academy*

Capital Budget

32. The Council set a capital budget for 2023/24 of £308.7m in February 2023. The budget was reset at month five to £266.7m, taking into account carry forwards, acceleration,

known delays and in-year approvals. Following a year-end adjustment relating to delegated schools capital budgets the final budget for the year was £278.2m.

33. Against the £278.2m budget, the capital spend on schemes managed by the Strategic Capital Groups was £293.1m, which is a variance of £14.9m (5.4%), this consists of a number of offsetting variances, the most significant being the purchase of Victoria Gate in Woking, the budget for which was assumed in future years. In addition to the spend managed via Strategic Capital Groups, a further £4.5m of capital spend was incurred relating to Your Fund Surrey and £1.1m of spend on existing commercial property.

34. The variance of £14.9m represents additional expenditure of £10.0m from the M11 variance, due to:

- Highways and Transport schemes – increase of £6.8m, mainly related to road and bridge maintenance schemes which were accelerated.
- Land & Property schemes – increase of £4.4m mainly due to acceleration in corporate and schools maintenance programmes, including decarbonisation schemes.

Offset by;

- IT Service schemes – decrease of £0.5m due to delays in the delivery of the corporate IT hardware refresh.
- Environment schemes – decrease of £0.8m due to slippage with the flood alleviation wider schemes.

35. Table 5 below provides a summary of the outturn for the 2023/24 Capital budget:

Table 5 - Summary capital spend for 2023/24

Strategic Capital Groups	Annual Budget	Final outturn	Outturn variance	Overspend / (underspend)	Acceleration / (slippage)	Change from M11 to M12
	£m	£m	£m	£m	£m	£m
Property						
Property Schemes	101.8	110.0	8.2	(0.1)	8.3	4.4
ASC Schemes	1.6	1.9	0.3	0.4	(0.1)	0.3
CFLC Schemes	12.1	12.2	0.1	0.7	(0.5)	0.4
Property Total	115.5	124.1	8.6	1.0	7.7	5.1
Infrastructure						
Highways and Transport	122.1	136.8	14.8	2.6	12.2	6.8
Infrastructure and Major Projects	16.1	12.9	(3.2)	0.0	(3.2)	(0.5)
Environment	9.3	8.3	(1.0)	(0.2)	(0.9)	(0.8)
Surrey Fire and Rescue	6.0	4.4	(1.6)	0.0	(1.6)	(0.2)
Infrastructure Total	153.5	162.4	8.9	2.4	6.5	5.3
IT						
IT Service Schemes	9.2	6.6	(2.6)	0.4	(3.1)	(0.5)
IT Total	9.2	6.6	(2.6)	0.4	(3.1)	(0.5)
Total Strategic Capital Groups	278.2	293.1	15.0	3.8	11.1	10.0
Commercial Property		1.1				
YFS		4.5				
Total expenditure		298.7				

Note: All numbers have been rounded, which might cause a casting difference

Carry forward

36. Of the £14.9m variance to budget, £11.1m is a net acceleration of budget from future years for works delivered in 2023/24. This net acceleration is made up of £39.2m of

carry forward requests, offset by £50.3m of accelerated spend from 2024/25 delivered in 2023/24.

37. Of the £39.2m of carry forwards proposed, £15.9m is to be profiled into 2024/25 and the remaining £23.3m will be added into 2025/26. All 2024/25 carry forwards have been profiled into the first six months of the financial year.
38. Of the net £3.8m overspend, £2.7m is funded by additional unbudgeted grants and contributions. The remaining £1.1m will reduce future capital budgets.
39. The net effect of carry forwards, accelerated spend and the net overspend is a decrease of £15.3m in the 2024/25 budget from £404.9m to £389.6m.

Feasibility Fund

40. The Feasibility fund used for progressing capital projects into delivery and bringing schemes forward from pipeline had an outturn position of £6.6m, against a budget of £5.0m. The residual £1.6m overspend is included in the revenue outturn position set out above. This overspend is largely due to a timing difference of when projects will be capitalised.

Balance Sheet Indicators

41. The Council reports key balance sheet indicators relating to debt and treasury management on a quarterly basis.
42. The Council's overdue debt stood at £52.8m at 31st March 2024, an improvement of £4.6m since last quarter. **Annex 2** provides further details on this.
43. The Council has continued its policy of minimising cash balances and managing interest rate volatility by internal and short-term borrowing. **Annex 2** provides a further explanation of the impact of this policy on the Council's Balance Sheet.

Consultation:

44. Executive Directors and Cabinet Members have confirmed the outturn positions for their revenue and capital budgets.

Risk Management and Implications:

45. Risk implications are stated throughout the report and each relevant director or head of service has updated their strategic and or service risk registers accordingly. In addition, the Leadership Risk Register continues to reflect the increasing uncertainty of future funding likely to be allocated to the Council and the sustainability of the Medium-Term Financial Strategy.

Financial and Value for Money Implications:

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

Section 151 Officer Commentary:

47. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve the Council's financial resilience and whilst this has built a stronger financial base from which to deliver our services, the cost of service delivery, increasing demand, financial uncertainty 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 deliver financial efficiencies and reduce spending in order to achieve a balanced budget position each year.

48. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 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.
49. The Council has a duty to ensure its expenditure does not exceed the resources available. 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:

50. 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. 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:

51. 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. 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:

Anna D'Alessandro, Director of Finance, Corporate & Commercial (Interim s151 Officer)
Anna.DAlessandro@surreycc.gov.uk

Consulted:

Cabinet, Executive Directors, Heads of Service

Annexes:

Annex 1 – Detailed Revenue Outturn position

Annex 2 – Balance sheet Indicators – Debt and Treasury Management

Detailed Revenue Outturn position

Service	Cabinet Member	Net budget	Outturn	Outturn variance
Family Resilience	C Curran	£59.5m	£59.9m	£0.4m
Education and Lifelong Learning	C Curran	£27.5m	£27.6m	£0.0m
Commissioning	C Curran	£3.9m	£3.9m	(£0.1m)
Quality & Performance	C Curran	£75.7m	£85.7m	£10.0m
Corporate Parenting	C Curran	£95.2m	£109.1m	£13.9m
Exec Director of CFLL central costs	C Curran	£4.3m	£0.4m	£4.7m
Children, Families and Lifelong Learning		£257.6m	£286.5m	£28.9m
Public Health	M Nuti	£35.8m	£35.8m	£0.0m
Public Service Reform	D Lewis	£2.9m	£2.7m	(£0.2m)
Public Health and PSR		£38.7m	£38.5m	(£0.2m)
Adult Social Care	S Mooney	£441.3m	£443.8m	£2.6m
Highways & Transport	M Furniss	£65.9m	£65.7m	(£0.3m)
Environment	M Heath/ N Bramhall	£81.3m	£82.0m	£0.7m
Infrastructure, Planning & Major Projects	M Furniss	£6.4m	£5.9m	(£0.5m)
Planning Performance & Support	M Furniss	£1.9m	£2.2m	£0.4m
Emergency Management	K Deanus	£0.5m	£0.5m	(£0.0m)
Environment, Transport & Infrastructure		£156.0m	£156.4m	£0.3m
Surrey Fire and Rescue	K Deanus	£38.7m	£38.8m	£0.1m
Armed Forces and Resilience	K Deanus	£0.1m	£0.1m	(£0.0m)
Communications	T Oliver	£2.1m	£2.1m	(£0.0m)
Communications, Public Affairs and Engagement		£2.2m	£2.2m	(£0.1m)
PPG Leadership	T Oliver	£0.3m	£0.3m	(£0.1m)
Economic Growth	M Furniss	£1.8m	£1.6m	(£0.2m)
Partnerships, Prosperity and Growth		£2.2m	£1.9m	(£0.3m)
Community Partnerships	D Turner-Stewart	£1.9m	£1.8m	(£0.1m)
Customer Services	D Turner-Stewart	£3.0m	£3.1m	£0.1m
Customer Experience	D Turner-Stewart	£0.5m	£0.4m	(£0.1m)
Cultural Services	D Turner-Stewart	£8.3m	£8.8m	£0.5m
Customer and Communities Leadership	D Turner-Stewart	£2.2m	£1.7m	(£0.5m)
Registration and Nationality Services	D Turner-Stewart	£1.5m	£1.5m	£0.0m
Trading Standards	D Turner-Stewart	£1.9m	£1.9m	(£0.1m)
Health & Safety	D Turner-Stewart	£0.0m	£0.0m	£0.0m
Coroners	K Deanus	£4.6m	£4.8m	£0.1m
Customers and Communities		£20.9m	£21.0m	£0.0m
Land & Property	N Bramhall	£28.5m	£29.0m	£0.6m
Information Technology & Digital	D Lewis	£20.2m	£20.2m	(£0.0m)
Twelve15	D Lewis	£1.1m	£1.5m	(£0.4m)
Finance	D Lewis	£7.7m	£7.5m	(£0.2m)
People & Change	T Oliver	£7.8m	£7.9m	£0.1m
Legal Services	D Lewis	£5.9m	£5.8m	(£0.1m)
Joint Orbis	D Lewis	£6.1m	£6.4m	£0.3m
Democratic Services	D Lewis	£3.8m	£3.8m	£0.0m
Business Operations	D Lewis	£0.6m	£1.1m	£0.5m
Executive Director Resources (incl Leadership Office)	D Lewis	£3.9m	£4.3m	£0.4m
Corporate Strategy and Policy	D Lewis	£1.2m	£1.1m	(£0.1m)
Transformation and Strategic Commissioning	D Lewis	£1.5m	£1.4m	(£0.1m)
Transformation Programme	D Lewis	£10.3m	£10.3m	(£0.0m)
Procurement	D Lewis	£0.2m	£0.2m	£0.0m
Performance Management	D Lewis	£0.2m	£0.2m	£0.0m
Resources		£96.7m	£97.8m	£1.1m
Central Income & Expenditure	D Lewis	£27.9m	£37.0m	£8.8m
Directorate position		£1,082.2m	£1,123.8m	£41.4m
Contingency	D Lewis	£20.0m	£0.0m	(£20.0m)
Corporate Funding		£1,102.2m	£1,121.0m	(£18.5m)
Overall		£0.0m	£2.8m	£2.8m

Balance Sheet Indicators

Debt

1. During the last quarter of 2023/24 the Council raised invoices totalling £85.3m. Overdue debt is the total debt less those balances not immediately due (i.e. less than 30 days old). There was a total of £52.8m of overdue debt at the end of March 2024, an improvement of £4.6m since the last quarter.
2. Unsecured social care overdue debt has increased by £1.3m since the last quarter. The Financial Assessments & Income Collection Team in ASC responsible for the recovery of social care debt take a range of actions to recover unsecured debts. In addition to undertaking probate searches, the team agree instalment arrangements, pursue recovery action, including via the Council's legal services team if necessary and take action to secure the debt where possible.
3. Schools, colleges, and nurseries overdue debt decreased by £0.6m since last quarter. Integrated care boards overdue debt decreased by £3.8m since last quarter and general overdue debt decreased by £1.5m since the last quarter.

Table 1 – Age profile of the Council's debt as at 31 March 2024

Account group	<1 month £m	1-12 months £m	1 to 2 years £m	over 2 years £m	Gross debt £m	Overdue debt £m
Care debt – unsecured	4.5	11.1	6.7	5.9	28.1	23.7
Care debt – secured	0.5	4.8	2.9	4.5	12.6	0.0
Total care debt	4.9	15.9	9.6	10.4	40.7	23.7
Schools, colleges and nurseries	2.0	1.3	0.0	0.0	3.4	1.4
Integrated Care Boards	9.1	12.9	1.7	0.5	24.3	15.2
Other local authorities	1.4	1.5	0.1	0.0	3.0	1.6
General debt	4.9	8.7	1.4	0.9	16.0	11.0
Total non-care debt	17.5	24.4	3.2	1.5	46.6	29.1
Total debt	22.4	40.3	12.8	11.9	87.3	52.8
Q3 2023/24	5.1	47.9	10.6	10.7	74.4	57.4
Change	17.3	(7.6)	2.2	1.2	12.9	(4.6)

* Secured care debt does not become due until either the property is sold or after 90 days following the death of the resident, whichever is earlier.

4. At year end, the debt provision is calculated based on the type and age of the debt. The older the debt the more is adjusted for non-recoverability.

Treasury Management

5. The Council borrows to finance its capital spending that exceeds receipts from: grants, third party contributions, capital receipts and reserves. The Council's long-term debt stands at £461.02m and has not increased this year.
6. As at 31 March 2024, the weighted average interest rate of the Council's long term debt portfolio is 3.66%. The Treasury Strategy for 2023/24, approved by County Council in February 2023, continued the policy of internal borrowing and where necessary, to borrow short-term to meet cash flow liquidity requirements. Table 3 below shows a net £24.4 increase in the Council's short-term borrowing activity since 31 December 2023.

Table 3: Short term borrowing as at 31 March 2024

	£m
Debt outstanding as at 31 December 2023	222.0
Loans raised	235.4
Loans repaid	(211.0)
Quarter movement	24.4
Current Balance as at 31 March 2024	246.4

Note: Figures are for Surrey Council only and do not include Surrey Police

- The weighted average interest rate of the Council's short term external debt is 6.22% at 31 March 2024 (3.64% March 23).

Investments

- The Council's average daily level of investments has been £89.4m during 2023/24 (up to the end of Q4), compared to an average of £113.8m during 2022/23 (Q4). This reflects the Council's strategic policy to maintain sufficient liquidity during this time and continue to borrow over shorter periods when appropriate. The lower cash investment balances reflect management of the Council's cash flow and the higher borrowing costs incurred currently for short-term borrowing.
- The Bank of England (BoE) base rate was increased on three occasions from 4.25% to a closing 5.25% at 31 March 2024. A series of cuts is anticipated in 2024/25. The Council invests temporary cash surplus exclusively through the use of money market funds (MMF). Other investment facilities are available, including: brokers, direct dealing with counterparties through the use of call accounts or direct deal facilities, or with the government's Debt Management Office (DMO). No new fixed term deposits have been agreed during 2023/24 due to cash balances being held to maintain sufficient liquidity and to reduce credit risk exposure.
- Table 4 shows the weighted average return on all investments the Council received in the quarter to 31 March 2024 is 4.99%. This compares to a 5.00% average Bank of England (BoE) base rate for the same period.

Table 4: Weighted average return on investments compared to Bank of England (BoE) base rate.

Period	2023/24		2022/23		2021/22	
	Average BoE Base Rate	Weighted return on investments	Average BoE Base Rate	Weighted return on investments	Average BoE Base Rate	Weighted return on investments
Quarter 4 (Mar)	5.25%	5.27%	3.85%	3.67%	0.45%	0.28%
Quarter 3 (Dec)	5.25%	5.29%	2.82%	2.56%	0.13%	0.03%
Quarter 2 (Sep)	5.16%	5.02%	1.61%	1.48%	0.10%	0.02%
Quarter 1 (Jun)	4.44%	4.33%	0.95%	0.77%	0.10%	0.01%

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SURREY COUNTY COUNCIL

CABINET

DATE: 25 JUNE 2024



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

LEAD OFFICER: ANNA D'ALESSANDRO, INTERIM EXECUTIVE DIRECTOR FOR FINANCE & CORPORATE SERVICES (INTERIM S151 OFFICER)

SUBJECT: 2024/25 MONTH 1 (APRIL) FINANCIAL REPORT

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

Purpose of the Report:

This report provides details of the County Council's 2024/25 financial position as at 30th April 2024 (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 2024/25 budget.

Key Messages – Revenue

- **At M1, the Council is forecasting an overspend of £7.4m against the 2024/25 revenue budget** approved by Council in February 2024. The forecast overspend relates to increasing Home to School Travel Assistance (H2STA) pressures. The home to school transport team continue to work on a number of activities to try to contain and mitigate against the rising transport costs, as set out in paragraph 6. An Oversight Board will be reconstituted for HTSTA to monitor progress.
- **£22.1m of net risks** to the forecast position have been quantified (further details in paragraphs 4-10). **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.
- On 6th February 2024, Council approved a revenue budget of £1,197.1m. The Council papers referenced the additional funding which had recently been announced by Government, as a result of successful lobbying by the County Council Network. The Final Local Government Finance Settlement (LGFS) provided details of the Council's specific allocations, which amounted to an additional £11.3m, including the subsequent increase to the Public Health Grant. Cabinet is asked to approve the increase to the Council's revenue budget to £1,208.4m for 2024/25 and the proposed use of the additional funding, as set out in paragraphs 16-18.

Key Messages – Capital

- In February 2024 Council approved a capital budget of £404.9m for 2024/25.
- At this early stage in the financial year, not all risks and opportunities to delivering the capital programme budget can be identified. Further work is underway, led by Capital Programme Panel, working alongside Strategic Capital Groups, to validate the delivery of the capital programme. The capital programme will likely be re-phased before detailed budget monitoring is reported for May month end.

Recommendations:

It is recommended that Cabinet:

1. Notes the risks and opportunities identified in relation to the Council's budget position for the year.
2. Approves the increase in the net revenue budget to £1,208.4m due to the additional funding announced as part of the Final Local Government Finance Settlement (paragraphs 14-16).
3. Allocates up to £8m of Council reserves to fund the Adults, Wellbeing & Health Partnerships transformation & improvement programme over the period 2024/25 to 2026/27, as set out in paragraphs 19–21.

Reason for Recommendations:

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

Revenue Budget:

Risks and Opportunities

1. **At M1, the Council is forecasting an overspend of £7.4m** against the 2024/25 revenue budget. The projected overspend relates to Children, Families and Lifelong Learning due to continued pressure on Home to School Travel Assistance (H2STA) budgets caused by providers continuing to increase fees, an increase in the number of travel days in the financial year, and the progression of the Education Health & Care Plans (EHCP) recovery, which is anticipated to expedite SEND demand into H2STA.
2. These are a continuation of pressures from 2023/24. Whilst budgets were increased for 2024/25, the pressures continued to grow towards the end of the financial year and based on the current trajectory, an overspend is forecast in 2024/25.
3. The home to school transport team continue to work on a number of activities to contain and mitigate against the rising transport costs. As demand for SEND transport continues to rise, closer working as part of the EHCP planning to ensure transport arrangements are taken into consideration is being developed. The team is actively promoting personal budgets for families, which proves a far more cost effective option than managed transport services. The team has introduced more frequent optimisation of routes, and although this creates changes in transport arrangements for children which is not ideal, it does drive more cost effective routes. The team is reviewing all discretionary transport arrangements and moving to a tighter application of transport policies, however wider considerations will always be considered if the transport arrangement results in savings elsewhere in the system. "Blind" tendering has been introduced since April, resulting in a more competitive tendering process leading to lower costs. Work continues as part of the Freedom to Travel programme to ensure opportunities across the wider transport arrangements are being explored and implemented including activity such as independent travel training, commissioning and the review of dynamic purchasing systems. An Oversight Board will be reconstituted for HTSTA to monitor progress.
4. Local authorities across the south east are experiencing high costs in Home to School Travel. Officers will explore any regional procurement options, as well as lobbying at national level.

5. In addition, **Directorates have identified net risks of £22.1m (1.8% of the net revenue budget)**, consisting of quantified risks of £24.6m and opportunities of 2.5m. These figures represent the weighted risks and opportunities, which adjusts for assessed likelihood of the risk occurring or opportunity being realised.
6. Directorates are expected to 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.
7. **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.**
8. The £22.1m net weighted risks by Directorate are:

Directorate	Risks Weighted £m	Opportunities £m
Adults, Wellbeing & Health Partnerships	19.4	-1.6
Children, Families, and Lifelong Learning	2.1	
Environment, Infrastructure & Growth	1.3	-0.9
Surrey Fire & Rescue Service	0.4	
Resources	0.5	
Communications, Public Affairs and Engagement	0.3	
Central Income & Expenditure	0.6	
Total Council	24.6	-2.5

- **£19.4m of weighted risks in Adults, Wellbeing and Health Partnerships** made up of:
 - £12.9m related to the risk that care package spending is higher than budgeted due to pressures carried over from 2023/24 not being recovered and the risk that demand growth during 2024/25 is higher than budgeted. The leadership team is working on refreshing demand management efficiency plans to address these risks.
 - £3.9m relating to the risk that debts owed by local Integrated Care Boards relating to Continuing Health Care and Section 117 Aftercare may not be recovered in full, or that it may be necessary for the Council to raise credit notes for an element of invoices paid on account. The Finance team is working closely with colleagues and health partners to try to resolve these issues.
 - £1.5m related to the risk of not delivering budgeted efficiencies based on latest confidence level assessments. The refresh of efficiency plans being conducted by the leadership team is designed to mitigate these risks and identify alternatives where efficiencies are considered undeliverable.
 - £0.8m relating to cost of replacing the Reablement rostering system. Funding sources for this are currently being investigated.
 - £0.3m relating to the risk that demand for sexual health services exceed budgeted levels, based on increased activity in recent months. This is being closely monitored by Public Health so mitigations can be put in place if required.

- **£2.1m of weighted risks in Children, Families and Lifelong Learning** which relate to market management and the ability to procure more cost-effective placements and potential cost pressure within the Children with Disabilities budget.
- **£0.4m of weighted risks in Surrey Fire & Rescue Service** primarily related to pensions issues, the most significant of which is a national sector issue relating to the introduction of the 2015 pension scheme which, due to its nature, the Council anticipates will be funded by the Government.
- **£0.5m of weighted risks in Resources** relating to the risk of People and Change requiring additional staffing resources to manage temporary increases in activity in payroll services and the risk of income being less than forecast. The service will continue to review processes to deliver efficiencies. Other mitigations could include reducing spend in other areas.
- **£0.3m of weighted risks in Communications, Public Affairs & Engagement (CPAE):** there may be delays to the achievement of the organisation wide engagement and communications efficiency. Recruitment delays within CPAE and the mutually agreed resignation scheme may mitigate some costs.
- **£1.3m of weighted risks in Environment, Infrastructure & Growth** including the risk of higher prices of dry mixed recyclable materials which are largely offset by savings achieved through re-procurement of waste processing contracts; various Highway pressures including the impact of national changes to concessionary fares reimbursements which are offset by other expenditure changes and use of one-off funding; and achievement of Agile programme efficiencies which are at risk due to delayed office moves, and which the service will seek to mitigate by accelerating other office moves and exploring options including additional rental income.
- **£0.6m of weighted risks in Central Income & Expenditure** due to uncertainty over the final costs of the pay award for 2024/25 which is still under negotiation.

9. **Quantified opportunities of £2.5m have been identified as follows:**

- £1.6m within Adult Social Care relating to the potential that a provision for Covid grant repayments from providers may not be required in full, enabling the balance to be released to support the General Fund position, and Better Care Fund monies carried forward from 2023/24 in the pooled budgets that the Council may be able to use to support in-year budget pressures in during 2024/25.
- £0.9m relating to delays to Agile efficiencies. The Agile programme is on track to achieve £2.2m of efficiencies however this is likely to be achieved later than expected. The consequent 2024/25 pressures on the Land and Property budgets will potentially be offset by underspends on the Agile programme budget.

10. 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 9.

11. **Spending Control mechanisms have been put in place** for recruitment and procurement to control spend and encourage a culture of value of money and strong financial management. Processes to measure the benefits of these controls are being developed and will be reported over the course of the next few months.

12. **Supporting the budget is a general contingency of £20m**, providing further financial resilience. The current expectation is that Directorates will find mitigations to reduce the forecast position, without reliance on the contingency.

Additional Funding

13. On 6th February 2024, Council approved a revenue budget of £1,197.1m. The Council papers referenced the additional funding which had been announced by Government via a written ministerial statement on 24th January 2024, ahead of the publication of the Final Local Government Finance Settlement (LGFS). Details of specific allocations were not available until the publication of the LGFS. Surrey County Council were in receipt of an additional £10.9m of funding as a result of this announcement.
14. In addition, in February 2024, the Council's 2024/25 Public Health Grant allocation was increased by £0.4m to £41.9m from previously published indicative levels. The additional national allocation is to meet the NHS Agenda for Change 2023/24 pay award impact on Local Authority commissioned NHS contracts. These costs were partly met by the NHS in 2023/24 on a one-off basis and Local Authorities are expected to take on the recurring cost in 2024/25.
15. Cabinet is asked to approve the increase of the Council's revenue budget to £1,208.4m for 2024/25. It is proposed that the follow specific allocations are made from this funding:
- £0.4m increase in the Public Health Grant to Adults, Wellbeing & Health Partnerships (Public Health) so that the cost increase relating to Public Health commissioned NHS contracts, which include 0-19 universal services, sexual health and substance misuse services, can be met.
 - £2.6m to increase the revenue budget in Environment, Infrastructure and Growth relating to the delivery of the recommendations of last year's Task & Finish Group. Increasing the budget available for these activities from £5.2m allocated in the budget to £7.8m. The additional funding will be used to deliver improvements relating to drainage, defects relating to highway trees and road markings.
 - £6.5m to provide funding towards preventative activities within the Children, Families & Lifelong Learning (CFLL) Directorate. This allocation builds on the £5m approved by Full Council in February and is the result of ongoing discussions with the Children, Families, Lifelong Learning & Culture Select Committee. In addition to the measures set out in the Council papers in February, the £6.5m will be spent on providing support to expand the SEND play and leisure overnight respite pilot, support for the implementation and roll out of the Surrey Foster Carers Charter, additional support in schools for neurodiverse children, support for autism friendly schools work and further support for the provision of short breaks. Discussions are ongoing with CFLL on how to utilise the remaining £1.8m.

Adults, Wellbeing & Health Partnerships Transformation & Improvement programme

16. The Adults, Wellbeing & Health Partnerships (AWHP) directorate is taking forward an ambitious transformation & improvement programme with three overarching workstreams:
- **Customer journey** which will focus on streamlining processes to enable better experiences for people who approach the Council for information, advice and support, ensure compliance with the Care Act, promote choice and control, and improve wellbeing and equity of outcomes. This workstream will also ensure the Council's Adult Social Care (ASC) workforce has the right shape, size and skills mix and is located in the right places to most effectively discharge the Council's ASC responsibilities and deliver the right outcomes for residents.

- **Market Shaping and Commissioning** which will deliver a Technology Enabled Care and Digital Strategy to enable greater independence for residents, a Right Homes, Right Support, Right Community Opportunities programme including a focus on pathways to employment, developing new affordable Extra Care Housing, Supported Independent Living services and specialist Residential and Nursing services in line with demand profiles, a renewed and improved offer of community based support services across the county and an approach to reablement that is embedded in all aspects of care and support. The Council will work closely with ASC providers and other key partners and stakeholders to deliver these ambitions.
- **Thriving Communities & Prevention** which will enable better connectivity between Places, Districts and Boroughs, Towns and Villages, Wards and key Neighbourhoods, and focus on prevention across a range of partner organisations to build assets and capacity in local communities to reduce and delay need, improve quality of life for residents and use insight to improve prevention strategies across the whole system. This will help to reduce demand pressures on ASC and Children, Families and Lifelong Learning services in the Council, as well as having benefits for other Council services and partners, particularly those in the NHS.

17. The Council's 2024-29 Medium Term Financial Strategy (MTFS) included £47m of efficiencies for the Adult Social Care service over the 5-year period from 2024/25 to 2028/29. The AWHP transformation & improvement programme will directly support delivery of £26m of these efficiencies. The increasingly constrained financial environment means that further efficiencies beyond those already identified will be required in order to maintain the financial sustainability of the Council. The AWHP transformation & improvement programme will be a key driver of identifying areas of opportunity for additional efficiencies which will be incorporated into the budget planning process for 2025/26 and MTFS to 2029/30. Newton Europe has been commissioned to undertake a diagnostic of Surrey's ASC practice and performance as part of this. Their work is now underway and outputs will be produced in the summer. The learning from this will form a key part of refreshing ASC's service and financial strategies. Recruitment to a range of temporary transformation roles is also actively underway.

18. Investment in temporary roles and some external support is required in order to enable delivery of the AWHP transformation programme. Cabinet is asked to approve up to £8m to be drawn down from reserves over the period 2024/25 to 2026/27, as required based on actual expenditure, which has been reviewed thoroughly and agreed by Cabinet and the Corporate Leadership Team. The latest estimated expenditure profile is c. £4.4m in 2024/25, £2.8m in 2025/26 and £0.8m in 2026/27, though the spend in each year will depend on a range of factors including progress with the recruitment that is underway.

Capital Budget

19. The 2024/25 Capital Budget was approved by Council on 6th February 2024 at £404.9m.

20. At this early stage in the financial year, not all risks and opportunities to delivering the capital programme budget can be identified. Further work is underway, led by Capital Programme Panel, working alongside Strategic Capital Groups, to validate the delivery of the capital programme. The capital programme will likely be re-phased before detailed budget monitoring is reported for May month end.

Consultation:

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

Risk Management and Implications:

22. 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:

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

Section 151 Officer Commentary:

24. The Council continues to operate in a very challenging financial environment. Local authorities across the country are experiencing significant budgetary pressures. Surrey County Council has made significant progress in recent years to improve the Council's financial resilience and whilst this has built a stronger financial base from which to deliver our services, the cost of service delivery, increasing demand, financial uncertainty 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 deliver financial efficiencies and reduce spending in order to achieve a balanced budget position each year.

25. In addition to these immediate challenges, the medium-term financial outlook beyond 2024/25 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.

26. 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:

27. 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.

28. 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:

29. 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.

30. 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:

Anna D'Alessandro, Interim Executive Director of Finance & Corporate Services.
anna.dalessandro@surreycc.gov.uk

Consulted:

Cabinet, Executive Directors, Heads of Service

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