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TO THE CHAIRMAN AND MEMBERS OF THE **EXECUTIVE**

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 6 June 2019 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

Please note the meeting will be filmed and will be broadcast live and subsequently as an archive on the Council's website (www.woking.gov.uk). The images and sound recording will also be used for training purposes within the Council. Generally, the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed.

The Chairman of the meeting has the discretion to terminate or suspend filming, if in his/her opinion continuing to do so would prejudice the proceedings of the meeting or, on advice, considers that continued filming might infringe the rights of any individual.

As cameras are linked to the microphones, could Members ensure they switch their microphones on before they start to speak and off when finished and do not remove the cards which are in the microphones.

The agenda for the meeting is set out below.

RAY MORGAN
Chief Executive

AGENDA

PART I - PRESS AND PUBLIC PRESENT

1. Minutes

To approve the minutes of the meeting of the Executive held on 28 March 2019 as published.

2. Apologies for Absence

3. Urgent Business

To consider any business that the Chairman rules may be dealt with under Section 100B(4) of the Local Government Act 1972.

4. Declarations of Interest

To receive declarations of disclosable pecuniary and other interest from Members in respect of any item to be considered at the meeting.

In accordance with the Members' Code of Conduct, the Leader of the Council, Councillor D J Bittleston, Councillor A Azad, Councillor D Harlow and Councillor C S Kemp have declared a non-pecuniary interest in Agenda Items 7 and 9 arising from their positions as Directors of the Thamesway Group of Companies.

In accordance with the Members' Code of Conduct, Councillor D J Bittleston has declared a non-pecuniary interest in Agenda Item 9 arising from his position as a Director of Victoria Square Woking Limited.

In accordance with the Members' Code of Conduct, Councillor D J Bittleston has declared a non-pecuniary interest in Agenda Item 9 arising from his position as a Director of Rutland Woking Limited.

In accordance with the Members' Code of Conduct, Councillor G S Cundy has declared a non-pecuniary interest in Agenda Item 9 arising from his position as a Director of Woking Necropolis and Mausoleum Limited, Brookwood Park Limited and Brookwood Cemetery Limited.

In accordance with Officer Employment Procedure Rules, the Chief Executive, Ray Morgan, the Deputy Chief Executive, Douglas Spinks, and Head of Democratic and Legal Services, Peter Bryant, have declared an interest in Agenda Items 7 and 9 arising from their positions as Directors of the Thamesway Group of Companies.

In accordance with Officer Employment Procedure Rules, the Chief Executive, Ray Morgan, has declared an interest in Agenda Item 9 arising from his position as a Director of Victoria Square Woking Limited.

In accordance with Officer Employment Procedure Rules, the Deputy Chief Executive, Douglas Spinks, and Head of Democratic and Legal Services, Peter Bryant, have declared an interest in Agenda Item 9 arising from their positions as Directors of Woking Necropolis and Mausoleum Limited, Brookwood Park Limited and Brookwood Cemetery Limited.

In accordance with Officer Employment Procedure Rules, the Chief Executive, Ray Morgan, and the Deputy Chief Executive, Douglas Spinks, have declared an interest in Agenda Item 9 arising from their positions as Directors of Export House Limited.

In accordance with Officer Employment Procedure Rules, the Head of Democratic and Legal Services, Peter Bryant, and the Finance Director, Leigh Clarke, have declared an interest in Agenda Item 9 arising from their positions as Directors of Dukes Court Owner T S a r l.

In accordance with Officer Employment Procedure Rules, the Head of Democratic and Legal Services, Peter Bryant, has declared an interest in Agenda Item 9 arising from his position as Council appointed alternate Director of Rutland Woking Limited.

Questions

5. To deal with any written questions submitted under Section 3 of the Executive Procedure Rules. Copies of the questions and draft replies will be laid upon the table.

Notices of Motion

At its meeting on 20 May 2019, the Council referred the following Notice of Motion to the Executive for consideration.

6. Notice of Motion - Cllr A-M Barker - Review of Committee Structure EXE19-040 (Pages 5 - 6)
Reporting Person – Corporate Management Group

Matters for Recommendation

7. Woking Borough Council Single Use Plastics (SUP) Policy EXE19-039 (Pages 7 - 38)
Reporting Person – Douglas Spinks
8. Children's Centres EXE19-038 (Pages 39 - 66)
Reporting Person – Douglas Spinks

Performance Management

9. Performance and Financial Monitoring Information
Please bring to the meeting your copy of the Performance and Financial Monitoring Information (Green Book) March 2019.

AGENDA ENDS

Date Published - 29 May 2019

For further information regarding this agenda and arrangements for the meeting, please contact Julie Northcote on 01483 743053 or email julie.northcote@woking.gov.uk



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EXECUTIVE – 6 JUNE 2019

NOTICES OF MOTION

Executive Summary

At its meeting on 20 May 2019, the Council referred the following Notice of Motion to the Executive.

Councillor A-M Barker

“Council notes that

The Localism Act 2011 gave local authorities power to choose the committee system over their current system of governance and that the modern committee system may offer advantages over the current Strong Leader and Executive model.

Council supports

The setting up of a task group to consider whether it would be beneficial to the Council to move to a committee system.”

Officer Comment

“Since the Localism Act 2011 was passed, there are three main models of governance that Councils can adopt. These are:-

- Leader and Cabinet (Executive). This system was introduced by the Local Government Act 2000 and is the governance system most Councils operate under (including Woking). Decisions are normally made by the Executive, which is appointed by the Leader.
- Mayoral system. This system operates with a directly elected executive Mayor, with decision-making powers.
- Committee system. Prior to the Localism Act, this system was only available to district councils with populations under 85,000. It is now available to all Councils. Most decisions are made in committees.

The Leader and Cabinet (Executive) system has served the Council well and could continue to do so. However, if Council is minded to support the Notice of Motion, Officers can report to the proposed task group on the respective advantages/disadvantages of the Leader and Cabinet (Executive) and Committee systems of governance.”

Background Papers: None.

Reporting Person: Councillor A-M Barker
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Date Published: 31 May 2019

EXECUTIVE – 6 JUNE 2019

WOKING BOROUGH COUNCIL SINGLE USE PLASTICS (SUP) POLICY

Executive Summary

Single-use plastics (SUP) can be defined as all products that are made wholly or partly of plastic and are typically intended to be used just once and/or for a short period of time before being disposed of (Source: HM Treasury).

Plastics make a significant contribution to almost every aspect of modern society. However, according to the Press, 79 per cent of plastic waste globally has been disposed of in landfills or the natural environment, since large-scale production of plastics began 60 years ago (source: The Independent, 15 November 2018).

As widespread media reports have shown, this is having a catastrophic effect on our marine species and habitats. Over 150 plastic bottles litter each mile of UK beaches (source: Surfers Against Sewage).

In harmony with rising levels of public interest in plastics, there has been much national and local government recognition of the issues at stake and plans to address them with policy and action plans. At the county level, the Surrey Environment Partnership approved its SUP Strategy and Action Plan in January 2019 and Surrey County Council adopted its own SUP Policy the preceding October.

Woking Borough Council has already taken some proactive steps to address SUP across its operations and estate. The adoption of a formal SUP Policy would tie together the work done so far and give a stronger Council mandate to further work particularly in terms of working with suppliers and contractors through our procurement processes. The Council also has a role as a local influencer with the ability to lead the way and influence others to make positive changes at home and at work. A dedicated policy would also strengthen the platform for local community initiatives seeking to tackle SUP.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

- (i) the proposal for a Woking Borough Council Single Use Plastic (SUP) Policy be agreed, subject to amendments by the Executive;**
- (ii) the final policy be supported and published on the website;**
- (iii) delegated authority be given to the Green Infrastructure Manager, in consultation with the Portfolio Holder for Environment and Sustainability, to approve future updates to the Borough Council's SUP Policy;**
- (iv) formal support be given to the Surrey Environment Partnership SUP Strategy and Action Plan; and**
- (v) local initiatives to address SUP reduction in Woking Borough be supported, such as Plastic Free Communities.**

Woking Borough Council Single Use Plastics (SUP) Policy

Reasons for Decision

Reason: To seek support for these policies and initiatives as part of delivery of the Borough's climate change and sustainability strategy – Woking 2050.

The item(s) above will need to be dealt with by way of a recommendation to Council.

Background Papers:

[Woking 2050](#)
[Natural Woking](#)

Reporting Person:

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Councillor Ken Howard
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Date Published:

31 May 2019

Woking Borough Council Single Use Plastics (SUP) Policy

1.0 Introduction

- 1.1 Plastics make a significant contribution to almost every aspect of modern society. According to the Press, plastic production has soared twentyfold in the past half-century and, at the current rate, is expected to quadruple by 2050 (source, The Independent, 15 November 2018). However, every year in the UK, roughly 5.5 billion plastic bottles are not recycled - many of which find their way to landfill or the ocean (Greenpeace, February 2019).
- 1.2 Single-use plastics (SUP) can be defined as all products that are made wholly or partly of plastic and are typically intended to be used just once and/or for a short period of time before being disposed of (Source: HM Treasury).
- 1.3 SUP is expensive to produce, uses up valuable natural resources in its production and transportation and creates mountains of waste (source: www.refill.org). According to the latest figures from www.recyclenow.com, here in the UK an estimated 11,000 plastic bottles a minute are either ending up in landfill or as litter, which will too often make its way into waterways and out to sea.
- 1.4 In recent months, there has been increasing media coverage, high levels of public interest and emerging government policy on reducing SUP. The negative environmental effects of plastics, particularly upon marine species and habitats, have recently received high profile coverage in the press and television. The contamination of our seas by plastics was particularly highlighted by the BBC's Blue Planet II documentary series.
- 1.5 There is now a much greater understanding of plastics and its often needless use. It is important to reduce the demand for plastic, the number of plastics in circulation and continue to improve our recycling rates.

2.0 National and local government action

- 2.1 In harmony with levels of public interest in plastics, there has been much national and local government recognition of the issues at stake and plans to address them with policy and action plans.
- 2.2 In January 2018 the Government published its much anticipated 25 Year Environment Plan. The plan seeks zero avoidable plastic waste by 2042.
- 2.3 In August 2018, HM Treasury published a summary of the results to its Call for Evidence '[Tackling the Plastic Problem](#)'. There were 162,000 responses - the largest number received to a Call for Evidence in the Treasury's history. The Call for evidence covered aspects of defining and assessing single-use plastics; production; retail; consumption; and disposal. The evidence gathered will be used to inform policy decisions, for example, using tax to shift demand towards recycled plastic inputs and to encourage greater recycling of waste.
- 2.4 As part of the autumn 2018 Budget statement, the Government announced a new tax on produced or imported plastic packaging that does not include at least 30% recycled content. Budget announcements also saw reforms to the Packaging Producer Responsibility System, this will encourage businesses to ensure that far more packaging can be recycled and to use more recycled plastic in their packaging; £10 million more for plastics R&D and £10 million to pioneer innovative approaches to boosting recycling and reducing litter. Recent examples include the Government setting out its plan to ban the distribution and sale of plastic straws, drinks stirrers and cotton buds – a consultation on which closed in early December 2018.
- 2.5 The Government's [Resources and Waste Strategy](#) was published on 18 December 2018. The Strategy gives a longer term policy direction in line with the 25 year Environment Plan and gives a "blueprint for eliminating avoidable plastic waste over the lifetime of the Plan, doubling resource productivity and eliminating avoidable waste of all kinds by 2050"

Woking Borough Council Single Use Plastics (SUP) Policy

(Department for Environment, Food and Rural Affairs). The Strategy looks to move away from an inefficient linear economy of “take, make, use, throw” to a circular economy which keeps resources in use for as long as possible, gaining maximum use from them. The Strategy covers a number of key areas such as sustainable production; resource recovery and cutting down on food waste. It also dedicates a section on helping consumers take more considered actions. In particular, this chapter looks to incentivise consumers to purchase sustainably; ban plastic products where there is a clear case for it; and encourage appropriate disposal of used products.

3.0 Surrey Environment Partnership

- 3.1 The Surrey Environment Partnership (SEP), formerly known as the Surrey Waste Partnership, established a Single Use Plastics Task Group in July 2018.
- 3.2 The Task Group has agreed some shared strategic objectives for minimising and working towards zero avoidable SUP across all 12 partner authorities in line with national government’s ambition - as set out in its 25 Year Environment Plan and the Waste and Resources Strategy.
- 3.3 Further to the adoption of the strategic objectives, the Task Group drafted a detailed strategy and delivery plan which was approved by the SEP Members Group on 30 January 2019 and is attached at Appendix 2.
- 3.4 The partnership has secured a commitment by partner authorities to reduce the use of and impact caused by SUP across estates and operations. These have been grouped into the following categories:
 - “Get our own house in order” e.g. ending sale and provision of SUP products across councils’ estates.
 - Work with our suppliers and contractors e.g. minimise and eventually eliminate SUP use (where possible) through procurement policy and procedure.
 - Help raise awareness across Surrey e.g. sharing good practice amongst staff; partner authorities; schools etc to encourage SUP free zones.
 - Enable Surrey to take action e.g. help the public to reduce SUP use particularly where local authorities have control or influence.
- 3.5 Woking Borough Council (WBC) is represented on the SUP Task Group by Joint Waste Solutions and has signed up to the objectives at Member and officer level. WBC officers have also been consulted on experiences of setting up Refill Woking in the Town Centre (see section 5 below) and have agreed to provide advice to support a roll out of such schemes across the county.
- 3.6 The Climate Change Working Group endorsed the SEP’s SUP Strategy and Action Plan at its meeting on 14 March 2019.

4.0 Surrey County Council

- 4.1 Surrey County Council adopted its own SUP policy at the end of October 2018.
- 4.2 The simple one-page document sets out its commitment to making Surrey SUP free in line with the Government’s 25 Year Environment Plan (although it has urged Government to bring forward its 2042 target year). Significantly, the Policy adoption now gives SCC the influence to require changes from suppliers and contractors and also to be able to influence or challenge any unnecessary plastic purchase internally.

5.0 Woking Borough Council

5.1 The Council has a role to play as a large organisation itself and leading by example, to encourage residents and businesses to consider how the way we live and work can impact on our environment. In line with the strategic environmental aims of Woking 2050 and Natural Woking, Woking Borough Council has already taken positive steps to reduce the amount of avoidable SUP. Below are some actions taken to date:

- Two new actions were added to Woking 2050 on 19 June 2018 – the Council's climate change and sustainability strategy – to address plastics both across the Council estate and to raise awareness across the Borough.
- The Council has removed plastic water bottles from meetings in the Council Chamber, a reduction which will equate to a saving of some 720 bottles a year. The Council, led by Building Services, is continuing to work through the Council's operations to identify how we can remove as much plastic as possible.
- The Council launched [Refill Woking](#) in Woking Town Centre at the end of September 2018. With the help of Woking Shopping, there are now over 20 participating cafes and restaurants where members of the public can refill their plastic bottles with free tap water.
- The Council has installed two new bottle filling stations in Albion Square (soon to be commissioned) as part of the railway station refurbishments encouraging people to refill their bottles on the move. Officers will be identifying future locations for further bottle filling stations on an ongoing basis.
- To help staff do their bit to improve recycling rates, segregated waste bins were introduced across the Council offices in summer 2018.
- Residents in Woking Borough can recycle plastic bottles, pots, tubs and trays by using the kerbside recycling service. Cartons and cups can be recycled at the mini recycling sites located at supermarket car parks in Brookwood, Goldsworth Park, Woking Town Centre and West Byfleet.
- The plastic items we collect for recycling (bottle, pots, tubs and trays) are limited to the 'materials recovery facility' (MRF) separation systems and end market demand. The Council's contractor directly delivers to the only MRF in Surrey.
- As a member of the Surrey Environment Partnership, the Council also supports schemes which reduce waste production, including potentially avoidable single use plastics (now through the SUP Task Group), and working to increase the range of plastics which can be recycled.
- Plastics is an area of concern also shared with local groups. Woking Local Action 21's Steering Group is similarly leading by example, having for some time now consciously avoided the use of plastic or disposable paper cups at its meetings. The group is also developing a new project called Plastic Free Woking (see section 7.2).

6.0 The case for a Woking Borough Council SUP Policy

6.1 A WBC SUP Policy would tie together the work done so far and give a stronger Council mandate to further work particularly, in terms of working with suppliers and contractors through our procurement processes. A dedicated policy would also strengthen the platform for local community initiatives i.e. Plastic Free Communities (see sections 7 and 8). The Council has a role as a local influencer with the ability to lead the way and influence others to positive change. We are already making changes but a formal policy and Council resolution would confirm we are continuing to get our own house in order and are in a better place to influence the actions of others.

6.2 Similar to the SCC policy, it is suggested the policy be no more than a one to two page document which would sit within the strategy framework of Woking 2050 incorporating a SUP definition; outlining the context for adoption and a series of action statements.

Woking Borough Council Single Use Plastics (SUP) Policy

- 6.3 A suggested SUP Policy for Woking Borough Council is attached in Appendix 1. The Climate Change Working Group supported the proposal for the SUP Policy and no amendments were received. Since then, a minor change has been made to make clearer what constitutes the Policy. This is shown in track changes in Appendix 1.
- 6.4 It is recommended that the Green Infrastructure Manager is authorised, in consultation with the Portfolio Holder for Environment and Sustainability, to approve future updates to the SUP Policy. This will ensure that the Policy can be kept up-to-date, particularly in the light of emerging best practice. Other significant changes would be the subject of a report to the Executive.

7.0 Supporting local community projects

- 7.1 The Executive is also asked to recommend to Council that local initiatives to address SUP reduction in Woking Borough be supported, such as Plastic Free Communities.
- 7.2 Plastic Free Communities is a campaign by Surfers Against Sewage (SAS) to free communities from SUP. The campaign has a number of requirements to fulfil Plastic Free Community status. Spurred by the action of a couple of local individuals who have now teamed up with Woking Local Action 21, there is an appetite to establish Woking as a Plastic Free Community. This fits with our climate change and sustainability work (Woking 2050) and the establishment of Refill Woking in the Town Centre. Their efforts are supported by the former Environment and Sustainability Portfolio Holder and Chair of the Climate Change Working Group - Cllr Hunwicks. Officers are working with them to support their cause and tie in with existing work at the Council and Thamesway Sustainable Communities Ltd.
- 7.3 The campaign's requirements include a Council resolution to become plastic free and to work with a local business with over 100 employees to spread the plastic-free message and make changes in their own premises.
- 7.4 With the support of Woking Local Action 21, plastic free status is likely to become a key theme for the local environmental group in forthcoming meetings and events.
- 7.5 Given its recent activities, the Council is in a good place to support the initiative, but its own SUP Policy would help strengthen this position.

8.0 Implications

Financial

- 8.1 There are no implications associated with this report.

Human Resource/Training and Development

- 8.2 There are no implications associated with this report.

Community Safety

- 8.3 There are no implications associated with this report.

Risk Management

- 8.4 There are no implications associated with this report.

Woking Borough Council Single Use Plastics (SUP) Policy

Sustainability

- 8.5 The report sets the case for a Woking Borough Council SUP Policy which would give a stronger mandate to address avoidable SUP use across the Council estate and operations and in our procurement of goods and services.

Equalities

- 8.6 There are no implications associated with this report.

Safeguarding

- 8.7 There are no implications associated with this report.

9.0 Consultations

- 9.1 The Climate Change Working Group was consulted at its meeting on 14 March 2019. The Council's former Portfolio Holder for Environment and Sustainability, who chaired this Group, was also consulted.

REPORT ENDS

Draft Single Use Plastic Policy – Woking Borough Council

Every year in the UK, roughly 5.5 billion plastic bottles are not recycled - many of which find their way to landfill or the ocean (Greenpeace, February 2019).

In recent months, there has been increasing media coverage, high levels of public interest and emerging government policy on reducing Single Use Plastics (SUP). The negative environmental effects of plastics, particularly upon marine species and habitats, have recently received high profile coverage in the press and television. The contamination of our seas by plastics was particularly highlighted by the BBC's Blue Planet II documentary series.

There is now a much greater understanding of plastics and its often needless use. It is important to reduce the demand for plastic, the number of plastics in circulation and continue to improve our recycling rates.

In January 2018, the Government published its much anticipated 25 Year Environment Plan. The plan seeks zero avoidable plastic waste by 2042. Building on this, in December 2018, the Government published its Resources and Waste Strategy which gives a longer term policy direction to eliminate avoidable plastic waste of **all** kinds by 2050 (Department for Environment, Food and Rural Affairs).

The Surrey Waste Partnership, which represents all 12 partner local authorities in Surrey, adopted its SUP Strategy in January 2019. Woking Borough Council seeks to build on this commitment through its own SUP Policy below.

What are Single Use Plastics?

Single-use plastics (SUP) can be defined as all products that are made wholly or partly of plastic and are typically intended to be used just once and/or for a short period of time before being disposed of (Source: HM Treasury) .

The Council's commitment to tackling Single Use Plastics

In March 2018, the Council made a pledge to WWF's Earth Hour to work through its operations to identify how we can remove as much plastic as possible.

So far we have:

- Removed plastic water bottles from Council meetings saving approximately 720 bottles a year.
- Launched [Refill Woking](#) in Woking Town Centre at the end of September 2018. With the help of Woking Shopping, there are now over 20 participating cafes and restaurants where members of the public can refill their plastic bottles with free tap water.
- Installed two new bottle filling stations in Albion Square (soon to be commissioned) as part of the railway station refurbishments encouraging people to refill their bottles on the move.
- Introduced segregated waste bins across the Council offices to help staff do their bit to improve recycling rates.
- Continued to provide residents in Woking Borough with a kerbside recycling service to enable them to recycle plastic bottles, pots, tubs and trays. Cartons and cups can be recycled at the mini recycling sites located at supermarket car parks in Brookwood, Goldsworth Park, Woking Town Centre and West Byfleet.

Woking Borough Council Single Use Plastics (SUP) Policy

We have built on our WWF pledge and our actions above by adopting a **SUP Policy** which will sit within the strategy framework of [Woking 2050](#) and aims to: **The Policy is to:**

- Continue to identify how we can reduce avoidable SUP across our operations and estate.
- Raise awareness amongst staff and partners about SUP to increase our recycling rates across our own estate.
- Continue to work closely with Surrey Waste Partnership authorities to deliver on joint actions that tackle SUP waste.
- Promote awareness of schemes that enable Borough residents, visitors and local businesses to reduce SUP.
- End the sale and provision of SUP products across the Council estate (e.g. in vending machines and community centres).
- Support local initiatives that strive to address SUP avoidance in Woking Borough.
- Ensure that our procurement policy and procedures require all of our suppliers to reduce and work towards zero avoidable SUP use wherever possible). This may involve assisting in identifying suitable alternative products.
- Ensure our public events seek to reduce and work towards zero avoidable SUP use and provision where possible.
- Share good practice and raise awareness around SUP avoidance and replacements.



A Single-use Plastics Strategy for Surrey

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Version Control			
Version	Owner	Issue date	Key changes
V1	Gulcin Polat	Jan 2019	-

Foreword

The UK Government published its [25-Year Environment Plan](#) in January 2018, which includes a target of “achieving zero **avoidable plastic** waste by the end of 2042”. DEFRA’s new waste and resources strategy 2018/9 also sets out a number of plastic waste reduction reforms to help the Government achieve its ambitious plans for a greener future. These include proposals for further financial incentives to change consumer habits and greater responsibilities for retailers and manufacturers, such as handling the cost of treatment or disposal of their products at the end of their lifecycle and eco-friendly product design.

All of Surrey’s 12 local authorities* understand the urgent need to tackle avoidable plastic waste and are dedicated to being part of the solution. This strategy outlines our commitment to working towards eliminating avoidable single-use plastics (SUP) in the county. It reflects our overarching ambition for Surrey residents to “*live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities*” which is captured in [our shared Community Vision For Surrey In 2030](#).

To achieve this a SUP Task Group, with representatives from all 12 local authorities, came together with the support of the Surrey Waste Partnership (SWP). Together we established a common vision of “supporting Surrey to become a SUP free county” and agreed joint policy objectives in October 2018. Subsequently we developed this strategy, which provides roadmaps to meet the objectives and an action plan with good practice activities enabling each authority to customise its approach.

This strategy will be governed by SWP, which includes representatives from all 12 of Surrey’s local authorities. SWP aims to manage Surrey’s waste (including SUP) in the most efficient, effective, economical and sustainable manner.

Taking this collaborative approach means we will have a greater impact on SUP reduction and as one of the first county partnerships to tackle the issue we hope to set a leading example for other local authorities.

Thanks to the drive and commitment of all involved, including council Members, Leaders and Officers we have created a far reaching agreement. Our strategy is a true partnership product, but we recognise we need to widen our reach to have the greatest impact.

The next step for us is working closely with our communities, businesses, schools, hospitals and beyond in order to implement our SUP objectives so as to enable Surrey residents, businesses and visitors to enjoy the long-term benefits these positive actions will bring.

Cllr Mike Goodman



Cllr Beryl Hunwicks



*Elmbridge Borough Council, Epsom & Ewell Borough Council, Guildford Borough Council, Mole Valley District Council, Reigate & Banstead Borough Council, Runnymede Borough Council, Spelthorne Borough Council, Surrey County Council, Surrey Heath Borough Council, Tandridge District Council, Waverley Borough Council, and Woking Borough Council

1. Introduction

During 2018 concern around the impact of SUP and plastic as a material in the wider environment has grown, in particular in the UK after the release of the [BBC's Blue Planet documentary series](#).

Although the benefits of plastic are undeniable, the global ability to cope with plastic waste is already overwhelmed. The programme revealed that only 9% of the nine billion tonnes of plastic the world has ever produced has been recycled. Therefore, unless action is taken to reduce the consumption of SUP and our addiction to its convenience, it will inevitably turn to a crisis.

SUP, often referred to as disposable plastics, are commonly used for packaging and are intended to be used only once before they are thrown away. They include, among other items, food packaging, bottles, straws, containers, cups, cutlery and grocery bags. SUP are also often described as being “avoidable” when a reusable or recyclable alternative could have been used instead.

In line with national policy, reducing SUP has become a priority for many local authorities across the UK and elsewhere. The target of “removing SUP from government estate by 2020” highlighted in DEFRA’s new Waste And Resources Strategy requires all local authorities to take action immediately in order to meet the given 2020 target.

Within Surrey, the 12 authorities have already brought their resources together to embrace a united approach to this matter. This is a significant opportunity for authorities to make a bigger impact and reduce the use of SUP through their roles as an employer, a service provider and as an advocate across the county. Therefore, each authority is committed to focus on what matters most in order to lead the change within their local area as well as tackling the problem collectively, consistently and comprehensively across the county.

This strategy is formed under four key themes:

Theme	Explanation
1. Getting our house in order 2. Working with our suppliers and contractors	These themes focus on each council’s internal practices to control the use of SUP across their own estates and operations in line with the Government’s target of removing SUP from its estates by 2020. Each authority will take responsibility for implementing action plan activities and report back progress to SWP.
3. Raising awareness across Surrey 4. Supporting Surrey to take action	These themes are about extending our efforts across Surrey more widely. We want to influence and encourage our residents, visitors and employers to refuse SUP and consistently act responsibly “to prevent waste from occurring in the first place, and manage it better when it does”, which is one of DEFRA’s highlighted strategic principles. These activities will be managed by a lead officer from the SWP Task Group in order to establish a consistent approach to any infrastructure requirements.

This strategy is long-term. The Five Year Action Plan (Appendix 1) provides a comprehensive list of necessary activities and good practice ideas around these themes to ensure a consistent approach.

Each authority will be responsible for delivering it reflecting their own local priorities and constraints. General progress, according to deadlines, will be reported on a quarterly basis.

1.1 The Challenges of SUP

Plastic is undoubtedly one of the most useful inventions in recent history and has allowed us to increase our quality of life. However, the current volume of plastic waste means it has also now become a pressing environmental challenge.

Its low cost has encouraged the development of many SUP items:

- SUP are found in many products: medical supplies that cannot be reused for safety and hygiene reasons, cigarette filters containing plastic among other materials, chewing gums, disposable nappies, food packaging, vehicle tyres, balloons, cups, straws and many more.
- The types of polymers used to produce some items are currently hard to recycle so they often end up in residual waste. The numbers of SUP items are high; the UK Government estimates that every year 4.7 billion plastic straws, 316 million plastic stirrers and 1.8 billion plastic-stemmed cotton buds end up in landfill.
- Items used 'on-the-go' are the most often littered, creating an environmental pollutant and removing the possibility of managing their end of life effectively.
- When SUP items are not adequately captured and managed at their end of life, they represent a real threat to our ecosystems by degrading into tiny particles. Known as micro-plastics, they can contaminate the food chain at its base by being ingested by plankton.

There is a move in the industry, including potentially in future legislation, to review how waste is measured, shifting the focus away from weight- and towards impact-based measurement. DEFRA's new Waste And Resource Strategy outlines that using weight data as the basis for making policy, setting targets and monitoring progress can be misleading. Plastic in particular is an issue because it is lightweight but has a large environmental impact.

Therefore, the Government will develop new indicators and metrics to help better measure waste, which may lead to even more emphasis on the reduction of plastic waste in the future. At Surrey's 12 councils, this confirms the need to focus on SUP, when taken in the context of our ongoing accountabilities to improve services for all waste streams.

1.2 Legislation around SUP

Increasingly, legislation in the UK, in Europe and internationally is being redefined to regulate the demand of SUP and its collection and processing in order to minimise environmental impact.

United Kingdom	The Government has committed to eliminate all avoidable plastic waste by 2042 in its 25 Year Environment Plan. It builds on the success of the 5p charge on carrier bags introduced in 2015, which led to 9 billion fewer bags used per year in the UK. It includes: <ul style="list-style-type: none">- A ban on the sale of products containing microbeads, which came into effect in June 2018.
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- A ban on plastic stirrers, straws and cotton buds, which is currently being worked on to divert these items from ending up in landfills or waterways and seas.

Nonetheless, this is a very limited range of items when compared to the significant quantity of SUP items (plastic or composites of materials including plastics) that are used each day in the UK. DEFRA's new Waste And Resources Strategy (published in December 2018) details further actions and commitments for the coming years, such as:

- Invoking the polluter pays principle and Extended Producer Responsibility (EPR) for packaging, ensuring that producers pay the full costs of disposal for packaging they place on the market.
- Stimulating demand for recycled plastic by introducing a tax on plastic packaging with less than 30% recycled plastic.
- Setting minimum requirements through eco-design to encourage resource-efficient product design.
- Incentivising consumers to purchase sustainably, for example by consulting on extending and increasing the carrier bag charge.
- Providing consumers with better information on the sustainability of their purchases through better product labelling.
- Continuing the ban on the most problematic SUP products (where there is a clear case for it and alternatives exist) in a systematic approach.
- Addressing barriers to reuse, repair and remanufacture.
- Introducing a deposit return scheme (DRS) for single-use drinks containers, subject to consultation.
- Developing measures to reduce the environmental impacts of disposable cups.
- Producing consumer guidance for the recycling, resale, reuse and disposal of consumer internet-connected devices.
- Leading by example by procuring more sustainably and requiring all government bodies to remove consumer SUP products from government estate by 2020.

The Government's new planned actions are ambitious and will potentially result in drastic changes to the way waste management is currently handled by local authorities. The polluter pays principle in particular is expected to take financial burden away from taxpayers, which could benefit local authorities significantly. Surrey's 12 local authorities will respond to the Government's consultation to support this reform.

Finally, although not directly related to SUP, Her Majesty's Treasury will be consulting on its plans to require a minimum of 30% recycled content in plastic products. It is envisaged that this will increase demand for certain plastic products and polymers in recycling market.

<p>European Union</p>	<p>As part of the Circular Economy Package adopted in early 2018, the European Commission is working on a directive to influence the demand, usage and disposal of the top 10 most commonly littered SUP items found in seas. Notably, this includes:</p> <ul style="list-style-type: none"> - Market restriction measures on cotton bud sticks, cutlery and plates, stirrers and straws as well as balloon sticks. - Banning measures on ‘very lightweight’ plastic bags, products made of oxo-degradable plastics and fast food containers made of expanded polystyrene. - Manufacturing requirements ensuring that plastic bottle manufacturers meet a 35% recycled content target by 2025, with restrictions on the sale of non-recycled content bottles into Europe. - Collection targets to be met by Member States to ensure that 90% of plastic bottles are collected and recycled by 2025. - Additionally, EPR is expected to be a key mechanism that will significantly affect how the waste and resources industry collects and processes these materials. Such systems are already in place in the UK for a number of items, such as cars, electronic waste, batteries and packaging items. <p>The above is expected to be integrated into UK law after withdrawal from the EU in 2019.</p>
<p>Scotland</p>	<p>Scotland announced in January that it will match the EU in banning SUP by 2030, committing to making all plastic packaging recyclable or reusable.</p> <p>Scotland has funded an initiative, known as Action On Plastic Zero Waste Towns, with £500,000 to help communities reduce use of SUP. This is to help introduce water refill stations, replace takeaway containers with reusable ones and ensure that unavoidable SUP items are made from the same polymer to make recycling them easier.</p>
<p>Wales</p>	<p>The Welsh Government has two initiatives that are designed to help drive the country to become zero waste. Plastic waste is mentioned in both the Towards Zero Waste and Waste Prevention Programme documents but they are not specific to SUP, instead focusing on mixed recycling.</p>
<p>China’s Operation National Sword</p>	<p>China’s ban on contaminated loads of plastic coming from abroad has shrunk the reprocessing market significantly and caused the cost of plastic recycling to rise for councils.</p> <p>This issue is expected to continue as more countries follow China’s example and emerging markets for plastics abroad become less reliable and safe. In Surrey, a small percentage of the plastic collected by some Boroughs is sent to non-EU facilities, but we also work with plastic reprocessors in the UK to make sure plastic waste is given a new life more locally.</p>

<p>Other English county councils</p>	<p>Plastic recycling is not uniform across England, as it is limited by the types of polymers local recycling facilities can process. The often-confusing message of what plastics can and can't be recycled must then be communicated effectively to residents, who must then put it into practice by putting the right plastics in the correct bins.</p> <p>The most widely recycled polymers taken by kerbside collections in the UK are PET (eg soft drinks bottles), HDPE (eg milk bottles) and PP (eg food tubs, trays, pots), with some councils offering additional services. Household Waste Recycling Centres (HWRCs) will normally accept a broader range of materials. For instance, few councils offer polystyrene recycling on kerbside collections, but polystyrene can be recycled at some HWRCs.</p> <p>In Surrey, not all district and borough councils accept the same types and formats of SUP.</p>
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1.3 The New Plastic Economy and the UK Plastic Pact

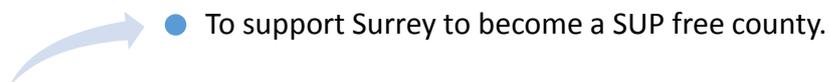
The Ellen MacArthur Foundation launched a global-scale action plan on plastic items as part of its New Plastic Economy initiative. It binds signatory members to take important steps towards addressing plastic waste by 2025. The four working areas are:

- Eliminate unnecessary and problematic SUP packaging through redesign and innovation,
- Ensure all plastic packaging is reusable, recyclable, or compostable,
- Increase the reuse, collection, and recycling of plastic packaging,
- Increase recycled content in plastic packaging.

In the UK, the WRAP ([Waste and Resources Action Programme](#)) UK Plastics Pact addresses the same four themes and was signed by 42 businesses that are estimated to be responsible for 80% of the plastic sold as packaging in the UK. It gathers a number of retailers and members of the hospitality sector who contribute to SUP waste and encourages them to take steps to increase the recyclability of their packaging or reduce plastics overall. Many of these companies operate in Surrey and/or place SUP in the county through their business activities.

2. Surrey Vision and Strategic Delivery Planning

2.1 Joint Vision

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- To support Surrey to become a SUP free county.

Surrey County Council is responsible for waste disposal while Surrey's 11 district and borough councils are responsible for waste collection in the county. Together the 12 councils want to influence the behaviour of their communities and employees to help them reduce SUP usage and reduce the volume of plastic waste produced.

This strategy marks Surrey's 12 local authorities' shared vision of "supporting Surrey to become a SUP free county".

2.2 SUP Joint Policy

Joint policy objectives were agreed in principal by SWP in October 2018. The SUP Task Group has worked to develop this strategy from these objectives and expand them, as below. The Five Year Action Plan includes the necessary activities required to meet the objectives as well as a range of good practice activities (appendix 1).

The table below illustrates how the objectives are linked to the strategy themes. The delivery of the strategy themes will be reliant upon successful meeting objectives, with this strategy establishing what Surrey's 12 councils must do to achieve this.

Theme	Joint Policy Objective (agreed in October 2018)
1. Getting our house in order	-End the sale and provision of SUP products in order to phase out their use across our own estates and operations (where there is a clear case for it and alternatives exist).
2. Working with our suppliers and contractors	-Ensure that our procurement policy and procedures require all of our suppliers to reduce and work towards zero avoidable SUP use (when applicable) in their service provision including at any events that take place. -Support greater awareness and action from our suppliers and contractors in finding sustainable SUP replacements wherever appropriate and encourage higher recycling rates across our estates.
3. Raising awareness across Surrey	-Share best practice, raise awareness and support our staff, Members, partners, communities, schools, businesses, hospitals and beyond towards making their own locations avoidable plastic-free zones.
4. Supporting Surrey to take action	-With the support of our partner authorities, innovate and encourage people in Surrey to reduce their SUP use, with a particular focus on busy public locations, and other areas where local authorities have control or influence.

2.3 Aims and Objectives

2.3.1 Getting our house in order

Objective 1: End the sale and provision of SUP products in order to phase out their use across our own estates and operations (where alternatives exist).

What we are already doing

We carried out SUP waste audits at three of our office sites: Spelthorne Borough Council in Staines-upon-Thames and Waverley Borough Council in Godalming and Surrey County Council in Kingston-upon-Thames.

This gave us a detailed picture of the SUP found at these premises and highlighted problem areas in an office environment. For instance, drinks bottles, food packaging, milk bottles, cleaning supplies, plastic bags, yogurt pots, cling film, drinks cups and stationery were the most common forms of SUP waste at these premises. We have grouped these items with some others in terms of how easy they are to eliminate (easy, moderate, hard) so that we can tackle them in priority order starting with easy items.

This categorisation was based on whether or not there were environmentally and financially efficient solutions currently available for alternative products and with this in mind we determined the timescales for each category.

EASY	MODERATE	HARD
drink bottles, drink cups, food takeaway boxes, cutlery, grocery bags, straws, stirrers, sauce sachets and tea bags with plastic wrappers.	hot drinks cups and lids, coffee capsules and stationery.	bin bags, food wrappers, yogurt pots, composite food packaging (eg chocolate boxes, biscuit trays, crisp bags, soup containers), milk bottles, cleaning supplies (eg washing-up fluid, other cleaning fluids and wet wipes), food packaging film and protective packaging for fragile items.

We have made considerable progress on the first stage of work to eliminate SUPs listed under the easy category. The large majority of the 12 councils have stopped providing plastic cups for water fountains and introduced a range of reusable or compostable products to replace non-recyclable single-use catering items. However, due to differing priorities, this exercise has not yet been completed by everyone although we are working towards achieving this objective by December 2019.

The latest round of measures includes the provision of reusable bottles, instead of daily bottled water, to Surrey's 600 firefighters. This saves approximately 29,515 plastic bottle per year.

A lead officer within our SUP Task Group will assess whether proposed replacements have a lower environmental impact. They will also research emerging industry trends and share findings and general good practice.

What we want to do next and why

We want to end the sale and provision of SUP products across our estates and operations completely unless there is a justifiable reason for not being able to do so. We have started with easy and moderate items, however, we also need to focus on phasing out the provision of hard SUP items in line with the timeframe outlined within the Five Year Action Plan (Appendix 1).

We recognise that eliminating some of the hard SUP items (eg crisp packets, yogurt pots, sweet wrappers, washing-up fluid containers etc.) will be difficult without limiting choice because there are currently no alternative packaging options available. The Government's recently proposed reforms should play a key role in incentivising manufacturers to redesign their product packaging to address this and we will use our voice and influence wherever we can to support this.

According to our recent SUP waste audit results, the highest percentage of our SUP waste was actually externally sourced, where our staff purchased or obtained items while off site. These were then subsequently brought into the office and disposed of. This highlights the importance of raising awareness and staff engagement. To achieve this we plan to introduce various pledge initiatives, for example asking staff to refuse to purchase some SUP.

Mode of priority action

- End domestic sale and provision of SUP items.
- Raise staff awareness.

2.3.2 Working with our suppliers and contractors

Objective 2: Ensure that our procurement policy and procedures require all of our suppliers to reduce and work towards zero avoidable SUP use (whenever applicable) in their service provision including at any events that take place.

Objective 3: Support greater awareness and action from our suppliers and contractors in finding sustainable SUP replacements wherever appropriate and encourage higher recycling rates across our estates.

What we are already doing

Working towards zero internally sourced SUP is an important milestone in achieving our long-term objective of becoming a SUP-free county. A key way of doing this is to introduce procurement policies that limit the purchase of SUP.

An approach piloted by Surrey County Council involves adding an Environmental Standards section to the Supplier Code of Conduct Procurement Policy with a specific reference to SUP reduction for new suppliers and contractors. The Social Value Procurement Charter has also been revised and now includes a financial proxy for the reduction in SUP which could have an influence over the outcome of the award of contract following a tender process.

What we want to do next and why

We want to work with the Surrey Procurement Group, which is a collective, Surrey-wide procurement partnership, to roll out further the implementation of the SUP reduction criteria. The first step identified is that each authority needs to formally approve this strategy document and publish it on its own website in order to support and act as a driver for any variations to each authority's procurement policy. Once this is accomplished by each authority, the joint SUP objectives also need to be brought into other key organisational policies and plans to ensure broader buy-in for successful implementation.

This approach is in line with the Government's proposed measures in trying to achieve SUP elimination at procurement stage. As explained in the new Waste And Resources Strategy, the Government wants to enable sustainability to be considered and balanced against cost at the heart of procurement policy across the public sector.

The Government also announced its intention to extend the requirements of the 2012 Social Value Act to ensure that all major procurement explicitly evaluates social value where appropriate, rather than just consider it. Other proposed measures require all government departments to report on the social value impact of major new procurements and train relevant staff in how to take into account social value and procure from social enterprises, which we hope are enabled quickly.

We also want to support greater awareness and action in finding sustainable replacements for SUP items wherever appropriate and encourage higher recycling rates across our estates and at licensed events.

Although the primary objective of SUP policy is to reduce the amount of plastic waste generated in the first place, on occasions where this is not possible (eg where SUP is purchased outside and brought into our buildings) we want to increase recycling of SUP and any replacement products. Therefore, another area of focus will be on increasing recycling of SUP when it cannot be avoided. See appendix 1 for a range of actions proposed to achieve this goal.

Mode of priority action

- Embed our SUP objectives within our procurement policies.
- Make recycling easy.

2.3.3 Raising awareness across Surrey

Objective 4: Share best practice, raise awareness and support our staff, members, partners, communities, schools, businesses, hospitals and beyond towards making their own locations avoidable plastic-free zones.

What we are already doing

We know that communication is vital to influencing and changing the habits and behaviour of people living and working in the county. We are working with other organisations and are compiling a list of local and national plastic-free initiatives and organisations to share learnings on SUP reduction practices.

We are also involving schools and are working with education teams to ensure this strategy is part of the 2019 Surrey Conference for Schools agenda. A number of awareness-raising activities have been

rolled out to Surrey schools within the last six months, including speakers at school assemblies and poster campaigns.

We support the Eco-Schools programme and are encouraging Surrey schools to participate. This international awards programme guides schools on their sustainable journey, providing a framework to help embed sustainable principles into the heart of school life. We are working towards increased emphasis on SUP reduction within this programme. We are also promoting the Wastebuster online schools programme, which includes activities and competitions to promote the reduction of SUP, to primary schools.

We have established links with Surrey Chamber of Commerce and Surrey CC & Buckinghamshire CC Trading Standards in order to engage with local businesses and share best practice more effectively in the near future.

What we want to do next and why

We want to improve communication with residents and local businesses, increasing awareness and encouraging positive behaviour change to reduce the use of SUP and implement better recycling practices.

Depending on funding and resource available, a countywide communications campaign may take place or the partnership may work to ensure that each authority's local campaigns and communications are accurate and consistent.

Each authority will also continue to use their existing communications channels to emphasise the importance of protecting our urban environments, rural environments and waterways in Surrey and to support and promote plastic-free initiatives, awareness-raising campaigns and actions for reducing plastic waste at a wider level.

Finally, we want to explore how Surrey schools, businesses, hospitals and communities can be supported effectively to become SUP-free. We also want to support communities and litter-pick initiatives to ensure our parks, riversides and open spaces are free from plastic litter.

Mode of priority action

- Explore options to successfully communicate about the harm caused by SUP usage and to encourage consumer behaviour change by linking to awareness events and information.
- Find effective ways of supporting Surrey schools, businesses, hospitals and communities to become SUP-free and help them make improvements in line with the Government's targets.

2.3.4 Support Surrey to take action

Objective 5: With the support of our partner authorities, innovate and encourage people in Surrey to reduce their SUP use, with a particular focus on busy public locations, and other areas where local authorities have control or influence.

What we are already doing

We are taking steps to give Surrey a voice in all national debates on SUP currently taking place at national and international level. We are participating in DEFRA's consultation on Single Use Carrier Bags: Extending And Increasing The Charge and we are lobbying the Government for implementation of "EPR for Packaging" reform as quickly as possible.

What we want to do next and why

We want to work with partners in joint ventures and innovative projects for reducing SUP waste, for example water fountains and refill schemes and DRS's.

Where we can we want to use government legislation and initiatives that regulate the supply, collection and treatment of SUP. For example, the Government published plans for several reforms within its new Waste And Resource Strategy to tackle avoidable plastic waste, including the polluter pays principle; taxation on plastic packaging with less than 30% recycled plastic; better product labelling; extending product lifetimes through warranties and disclosure and improving product design.

To help with Surrey's 12 local authorities' efforts, we will continually review the Government's progress in launching these reforms. We will follow up any legislative adjustments and support their application through Surrey County Council's Trading Standards teams.

Mode of priority action

- Launch local refill schemes (covering all Surrey districts and boroughs), developing refill stations across Surrey and involving businesses in the national [Refill campaign](#). Evaluate the costs and practicalities of putting water stations in public areas and speak to water supply companies to see if they can provide support.
- Encourage and support the roll-out of DRS's across Surrey and seek government incentives or initiatives to help authorities develop them.
- Map links to local businesses to identify external sources of SUP and encourage them (in particular high-street retailers) to reduce SUP use across Surrey.

3. Next steps

3.1 Summary of Five Year Action Plan

The Five Year Action Plan (Appendix 1) includes activities to help Surrey's 12 local authorities work towards the objectives of this strategy.

Authorities have been at differing stages of progress up to this point due to varying priorities and resourcing issues, so it is recognised that the implementation of all actions within the plan may not be feasible for all. To address this issue we have identified 'nice-to-have' activities, which have been classified as "good practice" with timeframes left open within the plan.

Although we encourage all authorities to implement these good practices activities as much as they practicably can, we recommend that all authorities initially focus on activities classified as "monitor and control", "operational effectiveness", and "engagement". However, this will be down to each organisation to assess and take as many actions as they practically can in order to meet the defined priority areas.

The action plan also specifies how long activities are expected to take, grouping them into short (one year), medium (three years) or long term (five years). Despite our full commitment, we will be reliant on future developments in the industry to achieve some of our long term actions to meet national requirements.

3.2 Reporting and Review

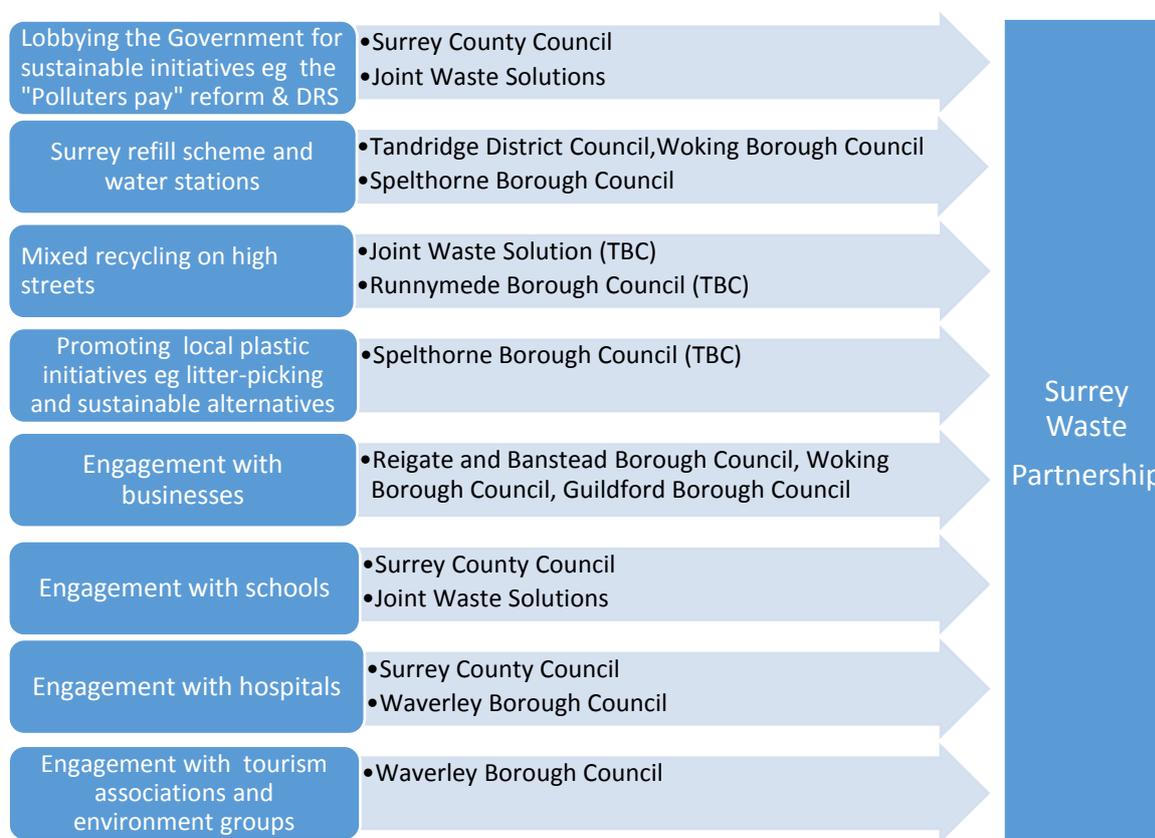
SWP (and the Joint Committee that is due to replace it) will seek to pool resources and identify funding to ensure the successful delivery of this strategy. It will also support and guide the SUP Task Group throughout the timeframe of this strategy. The group will discuss any key issues or decision-making requirements with Senior Officers initially, refining and improving the action plan before reporting progress to Members on a quarterly basis.

The SUP Task Group will meet every 8 to 10 weeks to review progress to date within each authority and will set up a knowledge sharing platform.

While each authority is accountable for implementing theme 1 and 2 actions within their own organisations, joint work will also be needed to deliver countywide objectives relating to strategy themes 3 and 4.

A nominated lead will set up a sub-working group for delivery of joint work-streams. The operation of the groups will be determined by the nominated lead and the selected group members moving forward and they will feed back their progress to the SUP Task Group's quarterly meetings. If the lead for the sub-group identifies that further involvement from each authority is required, such as inclusion of relevant officers who are responsible for any particular area of work, this will be organised and accommodated by each SUP Task Group officer on behalf of their local authority.

Demonstration of SUP Task Group work-streams and the sub-group councils



Appendix I – SUP Five Years Action Plan

Theme 1: Getting our house in order					
Objective 1: End the sale and provision of SUP products in order to phase out the use of SUP across our estates and operations wherever possible.					
Output	Action	Classification	Lead	Target Date	
1.1 Group SUP items into level of difficulty to eliminate e.g. easy, moderate, hard.	1.1	EASY- plastic drink bottles, plastic drink cups, plastic food takeaway boxes, plastic cutlery, plastic grocery bags, straws, stirrers, sauce sachets and tea bags with plastic wrappers.	Measure and Control	All	Dec-19
	1.2	MODERATE- hot drink cups and lids, coffee capsules and stationery.	Measure and Control	All	Dec-19
	1.3	HARD- bin bags, food wrappers, yogurt pots, milk bottles, composite food packaging (e.g: chocolate boxes, biscuit trays, crisp bags, soup containers), cleaning supplies (e.g: washing-up fluid, other cleaning fluids and wet wipes), food packaging film, protective packaging for fragile items etc.	Measure and Control	All	Dec-23
Theme 2: Working with Suppliers and Contractors					
Objective 2: Ensure that our procurement policy and procedures require all of our suppliers to reduce and work towards zero avoidable SUP use (wherever possible) in their service provision including at any events that are run.					
2.1 Revise existing procurement policy and procedures.	2.1	Publish the SUP Strategy for Surrey at internal and external websites (at 12 councils) - this is to support and act as a driver for any variations to each authority's procurement policy (as well as general awareness raising).	Measure and Control, Restrict access	All	Apr-19
	2.2	Work collaboratively with Surrey Procurement Group to implement procurement policy updates (eg: a SUP reduction criteria) in a timely manner.	Measure and Control, Restrict access	All	Apr-19
	2.3	Procurement of only recyclable or reusable containers for catering facilities if applicable.	Measure and Control, Restrict access	All	Dec-19
	2.4	Procurement of cleaning materials to include only recyclable or reusable containers	Measure and Control, Restrict access	All	Dec-23
2.2 Ensure where contractually possible that no SUP cups, bottles, straws, plates, cutlery etc.	2.5	To eliminate the use of SUP at internal events we run.	Measure and Control	All	Dec-19
	2.6	To eliminate the use of SUP at external events we run.	Measure and Control	All	Dec-21

are used by contractors at events we run.		<i>To encourage those external organisers (who apply for licensing for public events) to use alternatives materials to replace SUP items such as paper cups, plates and trays etc.</i>	<i>Good Practice</i>		<i>NOC (No overall control)</i>
Objective 3: Support greater awareness and action in finding sustainable SUP replacements wherever appropriate and encourage higher recycling rates across our estates.					
3.1 Promote the use of eco-friendly and fit-for-purpose alternatives.	3.1	Set up a knowledge Hub group to share good practice between SWP Task Group representatives.	Operational effectiveness	Duncan Laidlaw, Runnymede BC & Helen Trew, Joint Waste Solutions	June-19
	3.2	When a SUP item cannot be eliminated or replaced by a reusable option, thoroughly assess any proposed alternatives to ensure that they have a lower environmental impact.	Operational effectiveness	All & Duncan Laidlaw, Runnymede BC	Dec-19 Ongoing
		<i>Keep up with emerging trends and new alternatives as they become available.</i>	<i>Operational effectiveness</i>	<i>All & Duncan Laidlaw, Runnymede BC</i>	<i>GP (Good Practice)-ongoing</i>
		<i>Replace SUP items with reusable items in order to avoid any type of single-use waste at the first instance.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
3.2 Embed our SUP objectives into other key organisational policies and plans.	3.3	Integrate the SUP strategy along with the already existing broader Joint Municipal Waste Management Strategy for operational effectiveness and to avoid crossovers, i.e. similar to Leicester and London approaches.	Operational effectiveness, Measure & Control	All	Apr-19 Ongoing
		Speak to directors, CEX where possible and encourage them to include SUP objectives in business plans, corporate strategies etc	Engagement initiative	All	<i>GP</i>
3.3 Improve knowledge of recycling facilities, where they are provided in-house, across our own estate and enable our employees to recycle better.	3.4	Look at best practice guidance on the WRAP Recycle Now website, and use this as a template for offices.	Facilities	All	Dec-19
	3.5	Ensure water dispensers are sufficiently available and in good working order.	Facilities	All	Dec-19 Ongoing
	3.6	Application of standardised labelling for each waste stream, and corresponding bins across all sites.	Facilities, Operational Effectiveness	All	Dec-19
	3.7	Reduce number of internal bins (where applicable) and assess saving in employee/cleaner time emptying bins.	Facilities, Operational Effectiveness	All	Dec-19

3.8	Place internally standardised bin containers in central areas (where applicable).	Facilities, Operational Effectiveness	All	Dec-19
3.9	Vote for or pledge initiatives to control and minimise externally sourced items.	Engagement initiative	All	Dec-19 Ongoing
3.10	Assess your largest SUP contributors by volume to identify key target for change.	Operational Effectiveness, Good Practice	All	Dec-19
3.11	Format specific initiatives: stationary - offer recycled and/or recyclable options on site, offer a stationary recycling bin	Good Practice, Operational Effectiveness	All	Dec-19
3.12	Input of standardised colour coded bins for each waste stream and for every waste consolidation zone.	Facilities, Operational Effectiveness	All	Dec-21
3.13	Increase ratio of recycling volume to general waste volume (where applicable).	Facilities, Operational Effectiveness	All	Dec-21 Ongoing
	<i>Selection of a 'Green Champion' within each department and/or office area, who helps monitor the usage of the waste areas on a regular basis.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
	<i>Keep staff informed of best practice and waste performance & initiatives through regular updates by using internal communication channels such as intranet, newsletters, notice board etc.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
	<i>Monthly "focus themes" to maintain engagement on recycling.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
	<i>Consider incentives and targets available to employees for example employee idea box (with rewards)</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
	<i>Plastic only visual collection every 3 months to see how much SUP is produced by staff.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
	<i>Format specific initiatives: plastic bags- offer bag supply near exits.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
	<i>Format specific initiatives: plastic cups- ask employees to use their own mugs to receive a "discount"</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
	<i>Format specific initiatives: promote healthy eating with packed lunch brought from home, or set up a working group to improve lunch facilities offered so more will choose to use cafeteria</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
	<i>Record waste weights supplied by waste service company and monitor to reduce and control cost.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>

		<i>Control materials on site by offering onsite options, for example tea and coffee instead of externally sourced disposable cups. Compare value of saving of provision of coffee and tea facilities with increase in cost of waste volume of non-recyclable material.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
		<i>Format specific initiatives: drinks cups - remove plastic cups & consider offering cup recycling service for compostable products.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
		<i>Open an "Ideas Lab" initiative to encourage external submission of ideas and create a dialogue on waste management and SUP reduction.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
		<i>Ongoing training support and communication for cleaning teams regarding recycling.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
		<i>Work with all waste authorities and actors in Surrey to collectively purchase solutions for hard to recycle materials.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
		<i>Organise waste awareness days provide guidance and education for staff that encourages good recycling practices.</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
3.4 Make it easy for people to use our recycling facilities across Surrey's busy public locations, for example consistently providing joint bins (general waste & recycling).	3.14	Make it easy for people to use our recycling facilities across Surrey's busy public locations, for example consistently providing joint bins (general waste & recycling).	County-wide infrastructure requirement, Engagement Initiative, Public Education	Joint Waste Solutions	Dec-23
Theme 3: Raise Awareness across Surrey					
Objective 4: Share best practice, raise awareness, and support our own staff, partner authorities, communities, schools, businesses and beyond towards making their own buildings SUP free zones.					
4.1 Raise staff awareness and encourage positive behaviour change to reduce the use of SUP.	4.1	Regularly share best practice guidance with your staff for cascading the SUP message.	Engagement initiative (employee focussed)	All	Dec-19 Ongoing
	4.2	Regularly create accessible online content (i.e. blog-style) for wide ranging readership on the topic of SUP.	Engagement initiative	All	Dec-19 Ongoing
		<i>Look into potential sponsorship for reusable items for staff and promote these (eg reusable bottles for water and cups for hot drinks).</i>	<i>Good Practice</i>	<i>All</i>	<i>GP</i>
4.2 Communicate the importance of protecting our urban environments,	4.3	Look out for local SUP initiatives to support and get involved in, and promote via communication channels.	Engagement initiative	All	Dec-19 Ongoing

rural environments and waterways in Surrey through various channels including our social media, and support and promote plastic free initiatives, awareness raising campaigns and actions for reducing plastic waste at a wider level.					
4.3 Support our schools, hospitals, businesses, communities and beyond in their efforts to become SUP free by sharing and demonstrating our best practice.	4.4	SCHOOLS- Work with the SCC team that encourages schools to participate in Eco Schools Awards, to see how SUP can be included in the programme.	Engagement initiative	Edward Cowley, Safer Travel Officer, Surrey County Council	Dec-21
	4.5	SCHOOLS- SWP to continue to promote the Wastebuster online schools programme to primary schools, including activities and competitions to promote the reduction of SUP.	Engagement initiative	Helen Trew, Waste Programme Manager, Joint Waste Solutions	Dec-21 Ongoing
	4.6	BUSINESSES (High street retailers in particular) - Each authority to map out links to local businesses (eg LEPS) and engage with them to encourage SUP reduction	Engagement initiative, Monitor & Control	Frank Etheridge, Head of Service. Recycling & Cleansing, Reigate & Banstead BC Liz Mockeridge, Waste Policy and Development Manager Guildford BC	Dec-19 Ongoing
	4.7	HOSPITALS- reach out to Surrey hospitals and share good practice ideas to support them in their journey.	Engagement initiative	Verity Dinnage, Waste & Recycling Officer, Waverley BC; Surrey County Council	Dec-19 Ongoing
	4.8	Work closely with ENVIRONMENTAL GROUPS to ensure their support for our SUP policy implementation.	Engagement initiative	Tessa Crowder, Waste & Recycling Officer/ Carolyn Jarvis-Grogan, Interim Env Services Project Team Leader, Waverley BC	Dec-19 Ongoing

	4.9	RESIDENTS- Agreement & implementation of joint communications in order to raise public awareness about the harm caused by SUP use & encourage consumer behaviour change.	Engagement initiative	Pat Hindley, Resident Communication Manager, SCC & Paul Barnett, Assistant Communications Manager Surrey Waste Partnership	Dec-21
	4.10	VISITORS- Liaise with locally based tourism associations to seek support for this initiative	Engagement initiative	Waverley Borough Council	Dec-21 Ongoing

Theme 4: Support Surrey to take action

Objective 5: With the support of our partner authorities, innovate and encourage people in Surrey to reduce their SUP use, with a particular focus on busy public locations, and other areas where local authorities have control or influence.

5.1 Work with partners in joint ventures and innovative projects for reducing single-use plastic waste e.g: water fountains & Refill Scheme.	5.1	Launch local Refill schemes and develop water refill stations across Surrey and involve businesses in this.	Infrastructure requirement for desired change	Claire Cooney, Tandridge District Council	Dec-21
	5.2	Continue to look into costs and practicalities of putting water stations in public areas and liaise with water supply companies whether any support can be given. Joint procurement options to be explored.	Infrastructure requirement for desired change	Mark Rachwal, Sustainability Officer & Damiete Oramabo, Waste and Recycling Officer, Spelthorne Borough Council	Dec-19
	5.3	Encourage and support effective roll out of Deposit Return Schemes across Surrey.	Infrastructure requirement for desired change	Joint Waste Solutions - TBC	Dec-23
	5.4	Adopt goals set out in the UK Plastics Pact and promote to businesses in Surrey	Engagement initiative, Monitor & Control	All	Dec-21
	5.5	Consider to commission SUP art work for high-streets to catch public attention.	Engagement initiative	Pat Hindley, Resident Communication Manager, SCC & Paul Barnett, Assistant Communications Manager	Dec-21

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				Surrey Waste Partnership	
	5.6	Explore ways to support local businesses wherever we can on SUP reduction and encourage switch to widely recycled or lower environmental impact alternatives where SUPs are unavoidable (i.e. use of widely recycled polymers over polystyrene).	Engagement initiative, Monitor & Control	Frank Etheridge, Head of Service. Recycling & Cleansing, Reigate & Banstead BC Liz Mockeridge, Waste Policy and Development Manager Guildford BC	Dec-21
		<i>Help retailers and fast-moving consumer goods (FMCG) companies wherever we can to support their goals towards reducing SUP</i>	<i>Good Practice</i>		<i>Dec-21</i>
5.2 Use government legislation/initiatives that regulates/encourages against the use of single-use plastics to support our efforts where we can.	5.7	Lobbying government for incentivised schemes e.g: offering tax rebates for sustainable alternatives.	Engagement initiative, Monitor & Control	Joint Waste Solutions, Surrey County Council	Dec-19 Ongoing
	5.8	Support government initiatives to ensure broad buy-in from manufacturers to reduce SUP waste arising from their products/services.	Engagement initiative, Monitor & Control	Joint Waste Solutions, Surrey County Council	Dec-23
5.3 Support communities and litter-pick initiatives to ensure our parks, riversides and open spaces are free from plastic litter.	5.9	Promote own local litter pick events	Engagement initiative	All & Duncan Laidlaw, Runnymede Borough Council	Dec-19 Ongoing
	5.10	Signpost people to the organisers of big litter pick events (such as Keep Britain Tidy) where they can find local litter picks.	Engagement initiative	All & Duncan Laidlaw, Spelthorne Borough Council TBC	Dec-19 Ongoing

EXECUTIVE – 6 JUNE 2019

CHILDREN'S CENTRES

Executive Summary

Woking Borough Council has an opportunity to ensure that Woking families who need support can continue to do so by building on the work of the Family Support Programme and delivering Family Centres in the Borough in partnership with Surrey County Council.

Children's Centres are changing under the Surrey County Council Family Resilience Strategy and Family Centre Specification. This proposal will see Woking Borough Council be the lead provider for Family Centres in Woking and develop the vital outreach support to families.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

Woking Borough Council will be the lead provider for Woking Family Centres in a partnership arrangement with Surrey County Council.

Reasons for Decision

Reason: To ensure the continued provision of children's services in the Borough.

The item(s) above will need to be dealt with by way of a recommendation to Council.

Background Papers:	None.
Reporting Person:	Douglas Spinks, Deputy Chief Executive Email: douglas.spinks@woking.gov.uk, Extn: 3440
Contact Person:	Adam Thomas, Family Support Team Manager Email: adam.thomas@woking.gov.uk, Extn: 3811
Portfolio Holder:	Councillor Colin Kemp Email: cllrcolin.kemp@woking.gov.uk
Shadow Portfolio Holder:	Councillor Deborah Hughes Email: cllrdeborah.hughes@woking.gov.uk

Date Published: 31 May 2019

1.0 Introduction

- 1.1 Following the public consultation, on the 29th January 2019, Surrey County Council agreed to endorse the re-modelling of the remaining Children's Centres to create Family Centres as part of a wider Family Service to support families with children aged 0 to 11 that are the most vulnerable.
- 1.2 Woking currently has six Children's Centres based in Sheerwater, Goldsworth Park, Knaphill, Horsell, Brookwood and Pyrford. This year, four centres will close and two Family Centres in Sheerwater and Goldsworth Park will be established, as per the Surrey County Council Family Resilience model (details of this are in Family Centre Specification, Appendix 1). Additionally, Borough-wide support from Family Centre staff will continue to be delivered by outreach staff both in family homes and appropriate community venues.

2.0 Timescales

- 2.1 Currently, most Children's Centres are owned and managed by independent Trusts, usually affiliated with a local school academy. However, under the Family Resilience model, all Family Centre staff within a Borough will come under one provider.
- 2.2 In Woking, there is no identified lead provider from the existing Trusts, therefore the alternatives are either for Woking Borough Council to be the lead provider, or for an external provider to deliver the Family Centres in Woking following a tender process.
- 2.3 Should Woking Borough Council agree to be the provider, this would be formalised under a Service Level Agreement in partnership with and supported by Surrey County Council. Under this arrangement, staff would TUPE (Transfer of Undertakings (Protection of Employment) Regulations) from their current employers to Woking Borough Council. A review of the centres would then be carried out to ensure that the new model meets the needs of Woking families as per the specification.

3.0 Opportunities

- 3.1 Supporting families: Family Centres do not exist in isolation but are part of a local integrated system and a wide range of partners that builds family resilience in Woking, improving the life chances of the most vulnerable children. As lead provider, Woking Borough Council can bring local resources together to ensure that those families who need help are supported in the best way and can work to ensure the voluntary, community and faith sector and health providers are joined up in the right way.
- 3.2 In practice, Family Centres will use the same case recording system, assessment tools, practice approaches and measures as the Woking Family Support Team; which has been operating since 2013. Parenting courses will be delivered in partnership between Family Centre and Family Support Programme staff and the specification documents and outcomes framework for both are similar.
- 3.3 Family Centres can therefore be seen as a positive extension of what Woking is already providing, rather than starting a completely new and unknown endeavour. Woking therefore has a positive opportunity to bring these teams together and provide a consistent offer for vulnerable children and their families across the Borough.
- 3.4 Holistic and local offer: We know through experience from the Family Support Team that families benefit from support that is embedded locally. Borough teams, especially Housing, Benefits and Centres for the Community are key to supporting the wider determinants of health and well-being and many families supported by Family Centres will naturally engage with these Borough teams.

- 3.5 Therefore, with Woking Borough Council as the provider, local teams will work together for a joined-up approach and families will not be painstakingly referred to different, independent providers. This reduces duplication and allows for a holistic, timely and preventative intervention that can support meaningful change for families. It also enables us to deliver a service that meets the needs of Woking's unique demographic, based upon our knowledge and experience of Woking communities.
- 3.6 Strategic use of assets: By utilising our existing community buildings such as our Centres for the Community, we can ensure that families receive support across the whole Borough and not just from the two identified Family Centres. This provides greater flexibility because we know that communities evolve over time, as do the needs of families. We will be able to provide a truly holistic service offer in our communities through better use of all of our assets including the Vyne, Moorcroft, St Marys and Parkview Community centres. We can broaden their use and appeal across all age ranges whilst providing focussed support for our vulnerable residents. Effective use of all our assets will support the delivery of evidence based programmes supporting for example healthy lifestyles and family relationships, parenting skills and support groups for parents of children with additional needs, for example communications and language programmes.
- 3.7 Family Centre staff can co-locate, where appropriate, with providers of universal services. For example, NHS and Family Centre staff will have the opportunity to work together in the new town centre Maternity Hub in Woking Library, to link universal perinatal services with targeted parenting support. This enables families to access support seamlessly, whilst reducing the stigma that can be attached to targeted intervention.
- 3.8 Strengthening community providers: Family Centres will no longer provide universal services such as traditional 'stay and play' sessions. However, we know that many local faith groups and charities already deliver these across the Borough. Rather than delivering this work ourselves, we can support and strengthen existing community providers to share assets, come together for training and encourage them to connect families they meet, who need targeted support, to the Family Centres.
- 3.9 Health and wellbeing: Family Centres will contribute towards Woking's Health and Wellbeing Priorities of:

'Improving Children's Health and Wellbeing'; 'Developing a Preventative Approach'; 'Promoting Emotional Wellbeing and Mental Health'; 'Safeguarding the Population'.

4.0 Implications

Financial

- 4.1 Surrey County Council will annually fund Woking Borough Council a fixed rate of £636,709 (Appendix 1 p. 21) for the delivery of Family Centres. The agreement timeframe will be for 3 years + 1 year + 1 year.
- 4.2 The annual funding for the duration of the Service Level Agreement will not be increased to account for inflation. To allow for this, all staff salaries have been costed at the top of their pay scale. The exact salaries will not be known until the new staffing structure has been confirmed following TUPE. In addition, there is some flexibility within the leadership and overheads budget which can be used flexibly to account for increasing costs if required.
- 4.3 The staffing structure has been developed that meets the service needs of the new Family Centres as per the new specification. This enables Woking to achieve the key performance indicators and develop effective support for families. The structure enables maximum capacity for front-line staffing including all on-costs, equipment and supervisory support.

- 4.4 A breakdown of Woking Family Centre budgets is shown below. The costs are estimates provided to us by Surrey County Council and in any event the service will be delivered within the specified Woking annual budget:

Woking annual budget	£636,709
Staffing: 1FTE Team Leader, 2FTE Senior Outreach Workers, 8FTE Outreach Workers, 1.36FTE Family Workers, (25hrs pw, term-time only) 1FTE Team Administrator.	£544,420 (including on-costs and costed at the top of pay scales)
Buildings including rent, maintenance and utilities	£25,000
Leadership costs, fixed overheads, staff development and family enabling costs	£67,289
Total	£636,709

- 4.5 Surrey will indemnify Woking for all staffing costs associated with TUPE including initial redundancies and any additional salary costs associated with this.

Human Resource/Training and Development

- 4.6 Existing Children's Centre staff will TUPE to Woking Borough Council from their current employers if there is a role in the new structure that matches their current role. Following this, an assessment exercise will be conducted and redundancies (funded by Surrey County Council) will be made for staff who are not successful.
- 4.7 Training and development for Family Centre staff is similar to that provided for staff within the existing Woking Family Support Team. Safeguarding training is available to all Woking Borough Council staff through the Surrey Safeguarding Children's Board and Surrey will provide specialist training to all Family Centre staff under the new Family Resilience model.
- 4.8 Family Centre staff will have expertise in childhood and early years development. This will expand the existing knowledge and expertise of the Family Support Team and benefit wider customer-facing Council staff.

Community Safety

- 4.9 Some families engaging with the service will have interaction with the Criminal Justice System (Appendix 1 p.7). Family Centres can provide support to local families where a parent or guardian is in prison.

Risk Management

- 4.10 Financial risks associated with the annual budget will be managed by the Woking Borough Council Family Support Team Manager and Business Support Manager.

- 4.11 Performance management (Appendix 1 p. 17) will be managed by the new Team Leader.
- 4.12 Staff undertaking home visits to families will need to be adequately supported through safe systems of work including a lone-worker safety device.

Sustainability

- 4.13 The timescales for the partnership agreement will be for 3 years + 1 year + 1 year (Appendix 1 p.10).
- 4.14 The annual budget envelope for this service is £636,709. Based upon the estimated costings provided by Surrey County Council, this service can be delivered within budget.

Equalities

- 4.15 Family Centres will support protected characteristics, as per the Equalities Act 2010.

Safeguarding

- 4.16 All staff will be trained by Surrey County Council in child safeguarding procedures, as per the current arrangement with the Family Support Team.

5.0 Consultations

- 5.1 Councillor Colin Kemp, Portfolio Holder for the Family Support Team;
- 5.2 Nigel Denning, Early Help Transformation Lead, Surrey County Council.

REPORT ENDS

1 Commission design specification – Family centres

Family Centres as part of a wider Family Service to support families with children aged 0 -11 that are the most vulnerable.

The new Family Centres will work with children aged 0 to 11 and their families. The services will be targeted and referrals will come via our new Early Help Hub, this Hub will replace the current MASH (Multi Agency Service Hub) arrangements. This new approach builds on the Family Resilience model, based on early intervention and support, at the core of this approach is the idea that most families will be good enough parents and continue to care for their children. We are seeking to avoid children becoming subject to child protection or public care.

Family Centres do not exist in isolation, but are part of a local integrated system and a wide range of partners that builds family resilience in Surrey, improving the life chances of the most vulnerable children.

Aim

Working together with everyone who supports children, young people 0 – 11 yrs. and their families, Family Centres will promote the upbringing of children within their birth families and work with partners and families to ensure that children can thrive whilst remaining safely at home.

To do this family centres will focus their work on improving outcomes for children aged 0 – 11 years needing additional help; these include:

- Children whose needs are complex and enduring (Specialist).
- Children whose needs are more complex with more than one service involved as part of a co-ordinated multi-disciplinary assessment and plan (Targeted Help).
- Children whose needs require some extra support which can be offered or organised by the centre with local partners (Early Help);

Family Centres will act as soon as problems emerge, share information and provide effective, timely support to enable children and families to overcome difficulties and become more resilient so that they can manage future life challenges independently.

Core purpose

As part of a quadrant early help offer Family Centres will work together with children and families to meet their additional needs offering the right help at the right time to prevent needs escalating and reducing the need for specialist services.

Family Centres achieve this by:

- Offering early help to support families at the right time as part of an early help plan;
- coordinating targeted help and taking the lead practitioner role where appropriate for families needing a multi-agency response;
- participating in a multi-disciplinary plan as part of specialist support for families in crisis.
- contributing to a co-ordinated borough/district parenting offer for families;
- providing information, advice and guidance and enable access to appropriate local universal services offered by local partners and/or voluntary organisations; and
- offering the use of the centre to partners or volunteers to deliver additional services.

Purpose

	<p>Outcomes</p> <p>Family centres will focus on the following outcomes for families referred to the centre needing additional help at levels 2, 3 and 4 or children who are less likely to achieve their potential due to challenging individual or family circumstances.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Reduced inequalities for disadvantaged children and families to prevent the need for statutory services 2. Strengthened family relationships and enabling families to stay together 3. Improved child and family health and wellbeing 4. Improved outcomes at school <p>As a result of being more resilient, families will increasingly enable children to be happy, healthy, learn, achieve their potential and become economically independent citizens.</p>
<p>Commission description</p>	<p>As part of the overarching family resilience approach, Family Centres will subscribe to the key principles set out in the Effective Family Resilience guidance. These are intended to inform the way everyone works with children, young people and their families in Surrey including statutory and non-statutory organisations, agencies and partners.</p> <p>The principles are:</p> <ul style="list-style-type: none"> • Promoting the welfare of children and protecting them from significant harm is at the centre of all we do; • Working together across the whole partnership, aligning our resources so we can best support families and do what needs to be done when it needs to be done; • Using motivational interviewing to engage with families, seeking their consent and agreement; • Working to families’ strengths – especially those of parents and carers and taking the time to understand their needs fully. Parents say they are motivated by having goals that reflect their family priorities and working with practitioners whose actions are driven by the needs of the child; • Focusing on solving problems before they escalate and offer flexible responsive support when and where it is required; • Building the resilience of families and communities to support each other; • Basing all that we do on evidence, both of what is needed and of what works; • Being clear and consistent and open about the outcomes we want to achieve, to make a positive difference. <p>Family Centres will contribute to a joined-up offer of family resilience and safeguarding services for families with children 0 – 11 years, based on a clear understanding of local needs across a district/borough. This will include a close partnership with the district/borough led Family Support Programme and the SCC targeted youth offer. The provision of services and deployment of staff and resources will link to the wider quadrant family resilience and safeguarding system to most effectively support children, young people and their families.</p>

Family Centres will receive allocations for families who need targeted help (level 3) and families requiring level 4 support from Children's Social Care through the Early Help Hub.

Family centres will work with district/borough councils, partners, local organisations and agencies to ensure that effective ways of identify emerging problems and potential unmet needs of individual children and families are in place. This can be achieved by linking with universal services, for example schools, early years settings, health visitors, midwives and those providing services to adults with children, sharing information that will support early identification and assessment. Family centres will work with the local authority to contact and support vulnerable families identified from the Department for Education (DfE) list of 2 yr. olds eligible for FEET funding.

Services will be designed to gain families' confidence, identify strengths and needs and support practical and achievable solutions as early as possible through the right amount of information, advice and support.

Family centres will connect with locally based professionals and agencies as part of a seamless offer of support for families. Charging for use of the Family Centre by other agencies is in accordance with the Family Centre charging policy (see section 5).

Family centres will provide centre based services and hire community venues to reach vulnerable families anywhere within the district/borough where a need has been identified. Outreach support for individual families will be included as part of the centres offer. Mobile provision will also be available to support target communities.

To maximise capacity to support families needing early help or targeted help, this model will maintain or increase where possible the number of family support workers and reduce the proportion of funding spent on overheads. This will be achieved by ensuring a focus on direct work with families, reducing the number of centre buildings and streamlining management costs.

Over time Family Centres will work towards supporting increased community resilience. Centres will be encouraged to innovate and be creative, working alongside partners to promote volunteering and community self-reliance.

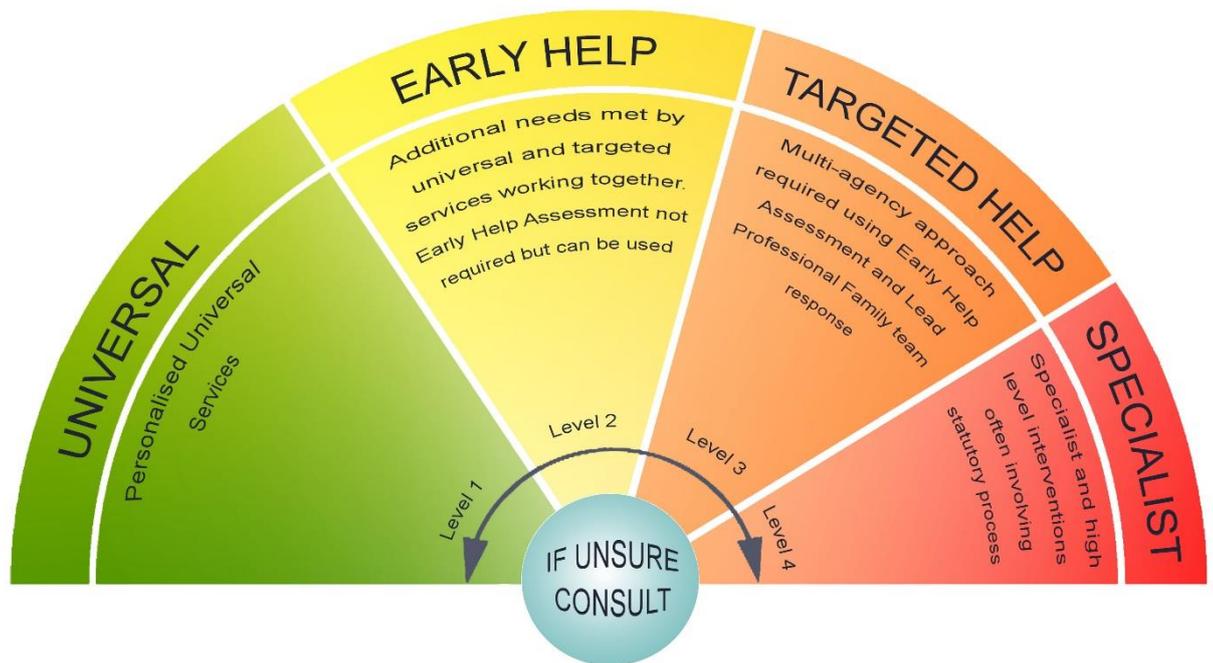
Family Centres will be expected to use the same case management system as the wider Family Services (EHM). The Level 3 and 4 families (see below) will be allocated to Family Centres by the Early Help Hub using the EHM system. EHM will be used to record early help assessments, plans record of intervention and management oversight.

Service standards include:

- The family to be contacted within 5 working days from point of allocation to the Family Centre
- Initial meeting with the family within 10 working days from the point of allocation to the Family Centre
- Where required, complete the Early Help assessment within 20 working days of allocation
- All cases reviewed with effective management oversight at a minimum of every 12 weeks or sooner if circumstances change significantly.

Graduated response to need

The Surrey Effective Support Windscreen



Supporting Specialist, Early Help and Targeted Help

Specialist (level 4)

Family centres will participate in a multi-agency approach and effective local partnerships particularly between social workers, health visitors and family workers where children's needs are complex and enduring and cross many domains. Working alongside other professionals family centre staff will be trained in motivational interviewing and apply this in their work with families.

These families will be supported to access a continuum of wider services as needed, ensuring appropriate referrals to statutory social care services are made if necessary, supporting them through and out of interventions. The Effective Family Resilience indicators of need should be used to identify children and families needing this level of support. Typically families may include those where:

- there are Child Protection Orders in place
- a Child in Need plan is in place
- there is known domestic abuse

- they are accessing CAMHS services
- there are Looked After Children.

Typically family centres may offer interventions to these families as part of a plan. These interventions may be:

- early help services for example evidence based parenting programmes
- targeted help services for example linking with specialist services for families where there are more complex health or social care needs.

Family centres may offer space in the centre for supervised contact where appropriate for the family.

Targeted Help (level 3)

Family centres offer services to children and families identified as needing Targeted Help as part of a multi-agency approach. Their needs are likely to be complex and range across a number of domains in depth or significance. Centres will link to Surrey's family resilience processes to:

- casehold families that have been referred through Surrey's Early Help Hub.
- support individual families needing one to one support; outreach worker's (Full time equivalent) caseload to support between 12 – 15 families at any one time.*
- complete and record Early Help assessments with families and take the role of lead professional where this will lead to the best outcomes for the family. The early help assessment will help to identify which early interventions might be appropriate and help ensure families in greatest need receive the services that will make a difference to their lives
- offer solution focussed and strength-based approach to working with families
- use motivational interviewing as an approach to practice
- use Outcomes Star as the approach to assessment, planning and measurement of impact to improve practice

*Individual one to one work with families could take place in the home, centre or community whichever best supports families' circumstances. This support would be part of a time bonded plan agreed with the family using evidence based interventions and regularly reviewed through the use of the Outcome Star. This work will be part of a Team Around the Family approach.

The aim of this support is to increase family resilience, build close and loving relationships and improve parenting skills and capacity to enable children to experience effective parenting.

Families needing Targeted Help may present with the following:

- child previously had periods of Local Authority care
- Refugee families
- Young carer
- parent/carer failing to provide adequate care and child not meeting developmental milestones
- child subject to neglect
- Domestic abuse in the home
- Consistently poor nursery/school attendance
- Family unable to gain employment due long term substance misuse

- Family have serious physical, mental health, substance misuse issues, learning disability or physical disability impacting on their child
- child has significant disability

Targeted Help support could include activities provided by family centres or partner agencies to improve:

- Health and emotional development
- Behavioural development
- Family and social relationships
- Self-care and independence
- Learning and child development
- Basic care, ensuring safety and protection
- Housing, work and income
- Family functioning and wellbeing

Early Help (level 2)

These services may be provided for individual families or where population groups are targeted for intervention for example families living in pockets of deprivation or traveller, military or young inexperienced parents whose needs require some extra support. Families at this level do not require a multi-agency approach but a Team Around the Family meeting to share information and agree an Early Help Plan maybe helpful.

The following factors individually may have no impact on the family but combined they may contribute to poorer long term outcomes and should be taken into account when considering the level of services needed. These include:

- lone parent families
- non-working families
- families on low income (under 20k) or on benefits
- families with three or more children aged 0-14 years
- families living in one of the 30% most deprived areas of the country
- families where low or no qualifications have been achieved
- families where at least one parent has a long term illness or disability
- families in rented accommodation as a proxy for social housing or in temporary or overcrowded housing
- families where at least one child has a special educational need or long term disability or illness.
- families suffering trauma or bereavement
- families where there is domestic abuse, substance misuse or mental health affecting the child
- member of family in prison
- military families
- English as a second language
- Roma/Traveller families
- family member offending/anti-social behaviour

Early Help support could include activities provided by family centres or partner agencies to improve: to improve:

- Health and emotional development
- Behavioural development
- Identity and self esteem
- Family and social relationships
- Self-care skills and independence
- Learning and child development
- Basic care, ensuring safety and protection
- Emotional warmth and stability
- Family functioning and wellbeing
- Guidance, boundaries and stimulation
- Housing, work and income
- Social and community inclusion

Services could include:

- evidence based programmes for parenting, building close family relationships, wellbeing and family support
- evidence based programmes to build positive parental relationships and reduce conflict;
- signposting to RELATE and Domestic Abuse Outreach Services;
- support groups for young parents;
- support groups for parents of children with additional needs;
- support to families eligible for FEET funding to access appropriate early years provision and parenting support;
- evidence based communication and language programmes and groups supported by SALT services and health visitors;
- evidence based programme to support healthy lifestyles and healthy weight of young children;
- cooking sessions to support families needing to improve nutrition and/or budgeting skills;
- outreach work to traveller sites to encourage participation in education/health services
- signposting to family and adult learning courses alongside partner agencies such as Family Learning and training providers.
- Signposting to preparation for work courses CV writing, interview skills.

Core characteristics

Working together to support families in greatest need

- Funding allocations reflect the 0 – 4 yrs population with each child contributing to the borough/district total. Funding is weighted to ensure that children in the highest areas of need attract the highest funding with an allocation for those living in a middle and lower areas of deprivation. Funding is based on the IDACI index of deprivation.
- Resources targeted to need, at a countywide and local level, to tackle inequality and disadvantage – the most resourced buildings will be located in the areas of greatest need with satellites and community venues offering some family centre services in areas with a lower concentration of need. Families will be able to access any centre.
- We will maximise investment in front-line staff and reduce investment in overheads, including some buildings and management costs.
- Strong partnerships with schools and PVI organisations managing family centres, health and other partners will be maintained whenever it is possible
- Partnership agreements between family centre providers across the borough or district to maximise resources and have flexible approaches to managing demand
- Family centres will respond to and inform the development of local priorities through the Early Help governance arrangements.
- Children’s centres build on existing strengths and relationships in the local community
- There are opportunities for local creativity and innovation in creating a sustainable model

Strong partnerships building stronger communities

- Partnership is at heart of the family centre model and building stronger communities is key to delivering a district/borough-wide whole family offer.
- Partners are able to deliver from buildings to maximise their impact
- Co-delivery of specific programmes and interventions in partnership with health and other partners
- Integration with other Surrey CC in-house and externally commissioned services for example Family Support Programme.
- Social work support and advice is available to all professionals working in Family Centres
- Information, advice and provided by family centres, family information service and the Early Help Hub.

Practice model based on Family Resilience

- Family Centres will form part of the new whole system family resilience model for Surrey
- Effective and purposeful relationships with the families at the heart of our approach
- Securing consent and working with families rather than doing to (see Family Resilience document)
- Motivational interviewing will be the model of practice for all targeted help and specialist work with families

	<ul style="list-style-type: none"> • Expertise and skills of existing staff is retained whenever possible • Support workforce development through Surrey Children’s Academy • Complies with practice standards set by Surrey County Council • Practitioners are expected to receive regular effective supervision and management oversight. 		
Development characteristics	<ul style="list-style-type: none"> • Increased use of social capital • Create wider opportunities for volunteering and peer support • Connection to the Early Help Module to record and monitor case work 		
Timeframe	Start date: (tbc)	End date: (tbc)	Duration: 3 years + 1 year + 1 year
Target groups	<p>Age: Supporting whole families with children 0 - 11yrs</p> <p>Focus on 0-3yrs in line with First 1000 Days.</p>	<p>Typical needs: Family centres will support families needing early help and target help as well as contributing to a plan for families needing specialist support. Targeted groups of children and families who have characteristics that may contribute to poorer long term outcomes include:</p> <ul style="list-style-type: none"> • lone parent families • non-working families • families on low income (under 20k) or on benefits • families with three or more children aged 0-14 years • families living in one of the 30% most deprived areas of the country • families where low or no qualifications have been achieved • families where at least one parent has a long term illness or disability • families in rented accommodation as a proxy for social housing or in temporary or overcrowded housing • families where at least one child has a special educational need or long term disability or illness. • families suffering trauma or bereavement • families where domestic abuse, substance misuse or mental are affecting the child • member of family in prison • military families • English as a second language • Roma/Traveller families • family member offending/anti-social behaviour 	

Geography	<p>Each Family Centre provider will be responsible for a specific area within a district/borough as part of a wider Family Centre offer which is county wide. Family Centres will work together to maximise resources and deploy staff to best meet the needs of families in the local community. Main Family Centres with the most resources will be located in areas of high need, supported by a number of satellite premises, partner and local outreach venues in communities across the county.</p> <p>Centres will link to the quadrant family resilience offer, Family Safeguarding Hub and Early Help Hub</p>		
Delivery vehicle	Contracts	Total Funding each year per District/Borough	See Annex A
Quality	<p>We will use the following approaches to ensure the quality of Family centres in Surrey:</p> <ul style="list-style-type: none"> • Compliance with relevant national and local guidance, including Surrey Safeguarding Children Board Policy and Procedures; Data Protection and Information Sharing Protocols – including requirements of GDPR) and our service standards • Provider quality assurance – providers will be expected to include consultation with children and young people, their parents and carers, and referral stakeholders in their monitoring and evaluation of the service provided. This should focus on customer satisfaction, quality improvement and, crucially, the outcomes achieved for children, young people and families, through direct feedback about “I” statements being realised. This feedback will be collated and shared with the council as part of the contract review process. Approaches to gather feedback could include: appropriate questionnaires and feedback forms; consultation sessions and activities; and involvement in service planning and review. • District and Borough Annual Reviews – we will seek customer feedback from children, young people and families through the local early help governance structures, in relation to the quality of provision and impact on outcomes in our outcomes framework. Providers will support and encourage collation of feedback from children, young people and families. • Observation, engagement and or site visits – the purpose of these at least annual visits will be to observe practice, activities and relationships between the workforce and children and young people. This will assess provision against key quality standards set out by the Council and the approaches identified by the provider in their bidder response. We will also use these visits to engage and consult with children, young people and families. • Management information reports, will be produced from the EHM case management system for use by the provider and commissioner to monitor performance against service standards. 		
Working with other commissions and partners	<p>For this commission, local providers with experience of working with individuals (aged 0-11 years) and with families will work together within a district and borough to deliver all elements of the specification as underpinned by a local partnership agreement (as needed).</p> <p>Providers will need to work with a wide range of other commissions, SCC departments and partners based around the needs of a family to achieve the best possible outcomes for children and young people.</p> <p>Key agencies that the provider will be expected to work with include:</p> <ul style="list-style-type: none"> • Children’s Social Care Teams • Family Support Programme 		

- SCC's targeted youth services
- Early years settings
- CAMHS Provider and Sub-contractors
- Domestic abuse outreach
- Local Social Prescription Service
- Surrey Schools in the areas they are delivering (special and mainstream)
- District and boroughs to include Housing and Family Support Services
- Public health providers (including 0-19 health teams – midwifery, health visiting and school nurses)
- Substance misuse services for adults who have children aged 0-19
- Services provided by Adults Services and Health partners (e.g. Clinical Commissioning Groups and their providers)
- Other local voluntary, community and faith sector organisations (mainstream and specialist) who could provide additional services to support children, young people and families coming to the attention of the provider (including local domestic abuse expert support services)
- Criminal justice agencies e.g. Police, Probation and Youth Offending Service.

2 Children’s centre Outcomes Framework

Ultimate Early Help Outcome: <i>Surrey children and young people get the right help at the right time. They are resilient and have safe, nurturing relationships which enable them to thrive and build skills they will need for adulthood (Early Help Strategy 2018 – 2022).</i>				
Ref	Commissioning Plan Outcome	Ref	Local Offer Outcome	“I” or “We” statements
1	Children, young people and families will have nurturing relationships, free from harm	1.1	Family life is enhanced	<p><i>Whole-family feedback including:</i></p> <p>Our home life is calm.</p> <p>We understand each other’s needs and what works to help our family.</p> <p>We have a toolbox of skills to help our child[ren] and to improve our situation at home.</p> <p>We feel much more able to face the future challenges</p> <p>I feel very much empowered to improve our life as a family</p> <p>We are having fun as a family.</p>
		1.2	Parents / care-givers develop skills that enable them to cope and build positive relationships with their children through key life-stages	<p><i>Focus on feedback from parents on what matters most to them to support their child to get best outcomes; focus on specific support for families at key points of transition including:</i></p> <p>I feel less anxious about the future and better equipped to deal with tantrums and things that may occur.</p> <p>I know how to talk to my child and manage challenging behaviour.</p> <p>I can cope and help my child when times are hard.</p> <p>I feel equipped with the skills and to help my child move forwards.</p> <p>I realise that there are other families in the same boat and talking about experiences in dealing with difficult situations allowed me to learn practical strategies</p> <p>I feel more confident as a parent and more hopeful for the future.</p>
		1.3	Young parents feel supported to give their child the best possible start to life	<p><i>Focus on feedback from young parents and specific requirements for support including:</i></p> <p>My child is happy and healthy.</p> <p>I know I can do the best for my child[ren]</p> <p>I feel that my relationship with my child has improved and my own confidence in my parenting ability has improved.</p>

		1.4	Families with children with SEND are supported to be resilient	<p><i>Focus on feedback from families with SEND specifically linked to parenting support identified including:</i></p> <p>I understand the needs of all of my family and what resources I have to support individual and whole-family</p> <p>I feel much better equipped to deal with my child’s behaviour</p> <p>I have opportunities to spend quality time with the different members of my family, including all my children</p> <p>I feel positive about the future and how to support my child[ren] as they go through life.</p> <p>I am not on my own and help is available if we need it.</p>
		1.5	Parents / care-givers strengthen relationship between adults involved in care-giving for children	<p><i>Focus on reduction of inter-parental conflict and or knowing where to ask for help when needed to keep children and young people safe including:</i></p> <p>I feel able to talk to my partner about how I am feeling</p> <p>I know what we need to do to improve our relationship to strengthen the care for our child[ren]</p> <p>I understand the impact that my relationship with my partner has on my children.</p>
		1.6	Children and young people form and develop supportive relationships	<p>My family relationships are stronger</p> <p>I have healthy relationships with my peers</p> <p>I have positive role models in my community</p>
Children, young people and families are healthy and well and feel connected to their local communities	2.1	Children and young people recognise and manage their feelings and emotions	<p>I understand my feelings better</p> <p>I recognise when my feelings change</p> <p>I am more able to manage my behaviour when my feelings change</p>	
	2.2	Young people feel supported to participate and are ready for adulthood	<p>I enjoy learning and am hopeful for the future</p> <p>I know where to go for help when I need it</p> <p>I know I am not on my own and feel supported to transition</p> <p>I feel more prepared to face problems</p>	
	2.3	Children, young people and families feel supported locally	<p>I know I am not alone and I feel less isolated</p> <p>I have opportunities to talk with others in similar positions (parents, carers, young people, children)</p> <p>I feel supported to develop positive solutions to the challenges I face</p>	
	3.4	Parents and carers are able to look after their own wellbeing	<p>I feel more confident to manage at home</p> <p>I feel less stressed and exhausted</p> <p>I feel more able to face problems when they happen</p>	

3 Key performance measures for the commission

Ref	Key performance indicators (KPIs)	Source of verification
1A	<p>Number of families supported to improve early help outcomes as referred by:</p> <ul style="list-style-type: none"> - Surrey Families Services Early Help Hub (level 3 families) - Direct referral (including self referral) (level 2 families) - Average and caseload range of FTE outreach worker 	<ul style="list-style-type: none"> • Provider data returns • EHM Management reports
1B	% of families re-referred to Surrey Family Safeguarding Hub or Early Help Hub within 6-months of case-closure	Families Service data returns
1C	Performance against family centre standards for assessment, planning and review	EHM Management reports
1D	Outcomes at point of case closure: Closed successfully/ referred or signposted to another agency/refused to engage/family's declined further support after period of engagement.	EHM Management reports
2A	Proportion of children and young people (and/or their parent carers) feedback that they have made positive progress in relation to identified outcomes in the early help outcomes framework during each year of the commission, through the process specified by Surrey County Council	<ul style="list-style-type: none"> • Evidence of positive progress from provider • Annual SCC Early Help Survey

2B	Needs analysis and evidence of impact by district and borough identified through family characteristics and outcomes	EHM Management reports
2C	For all cases closed within monitoring period: Improvement in family resilience as a result of intervention	Provider returns <ul style="list-style-type: none"> • Outcomes Star Analysis
3	Impact of additional financial or in-kind social capital delivered to enhance the offer to achieve better outcomes during each year of the commission*	Provider data returns

*This value will be assessed using SCC's Social Value Charter, which provides a standard way of calculating the financial value of a number of different forms of social value and social capital.

4 Approach to performance management

4.1 SCC is taking an outcomes-based approach to performance management of our early help services. This means we will focus on the long-term positive changes that those services have helped children and young people and their families to achieve, rather than simply on what activities have been delivered. We have described the positive changes we are seeking to achieve in our Early Help Outcomes Framework. The measurement of these outcomes will demand a structured approach, based on outcome indicators, principles of good evidence and appropriate data collection tools. As well as impact on outcomes, performance management will also involve: assessing the quality of activity delivered; and monitoring progress in relation to the key performance measures. Through this process, Providers and the Council will work in partnership to ensure 'community early help' makes a real difference to vulnerable children and young people and their families.

4.2 To support effective mobilisation of services and address any early issues, there will be 'light-touch' partnership discussions between the Provider and the Council:

- within 1 month of award of funding by the Council's Cabinet;
- during the first month of the contract; and
- after three-months of the contract for an initial review of performance.

These partnership discussions may or may not be required, at the discretion of the Council.

4.3 The main forum for performance conversations will be the regular monitoring meetings between the provider and SCC. A contract management plan will be drawn up and agreed between the provider and SCC that sets clear expectations in this regard. The frequency will be agreed post-contract award and will be proportionate to the level of service commissioned. SCC or the Provider may request additional meetings where there are concerns about delivery against the contract or the quality of provision, or other issues that need to be addressed. An end of year review meeting will be held for each contract. Meetings will be administered by the Council (unless otherwise agreed) and will be attended by the designated representative from the organisation.

4.4 To ensure performance conversations are effective and add value, the Provider will need to keep appropriate records of their activity and key performance measures, feedback from their internal quality assurance and evidence of impact on outcomes for children, young people and families, and make information available to the Council at particular times. The main requirements are summarised in the following sections, although additional information may be requested during the Contract, as appropriate.

4.5 At these meetings the Provider will need to come prepared to demonstrate how their delivery has contributed to the outcomes set out in the service specification. In doing so the Provider will cover, but not necessarily be limited to, the following elements:

- an **overall performance narrative** describing delivery so far against the requirements of the contract and service specification;
- evidence of the **impact of their work on outcomes for children, young people and families**, based on data collection from an appropriate tool;
- evidence of how their offer has been **co-designed** with children, young people and families;
- a self-assessment of **quality of their delivery so far**, alongside assessment reports from any relevant external regulatory bodies; and
- evidence of how they have **secured and deployed social capital** to enhance their delivery.

4.6 Providers are required to submit quantitative data about their delivery on a bi-annual basis. A monitoring form template will be provided by the Council that requires the following information relating to families accessing their services: numbers of families supported; total number of children and young people supported; hours of provision accessed during the last bi-annual period; home postcode; ethnicity; outcomes targeted; and disability. Providers will also need to provide a summary of how they have been performing against the KPIs identified in section 3. The Council may also request the following additional information: application numbers; referral rates; unmet needs; waiting lists; cancellations; and non-attendances.

The first reporting period will be between September 2019 and March 2020. A report on this initial period will be required by 25 April 2020. Routine bi-annual reports will then be required by the following dates for 2020/21: Biannual 1 – 25 October 2020; Biannual 2– 25 April 2021.

4.7 The Provider will be required to employ a robust process, as agreed with SCC, for monitoring the setting of goals and progress made by individual families, in relation to outcomes in the community early help outcomes framework. SCC will be entitled to access and review records of individual families, to quality assure the Provider’s implementation of this approach.

4.8 The Provider will be proactive in monitoring its own performance against the Contract and immediately report to SCC any areas where it is unable to fulfil its commitments. The Provider should propose to SCC the actions to be taken to rectify the situation.

4.9 For each monitoring period of the grant each Provider will be assessed against the profiled KPI performance levels that they set out in their Bidder Response, alongside any feedback on quality and collaboration. As a result of this process they will be categorised as in one of four performance zones – ‘Exceptional performance’, ‘On target’, ‘Under review’ and ‘At risk of decommissioning’.

Exceptional performance	A Provider will achieve ‘exceptional performance’ when they are delivering more than their profiled target performance through strong use of social capital and the quality of their delivery is judged to be an example of best practice.
On target	A Provider will be performing ‘on target’ when: achieving an average of between 80% and 100% of its profiled quarterly performance for KPIs 1 and 2, with performance for neither below 70% of agreed delivery; provision is judged by SCC to be of sufficient quality to contribute to commission outcomes; and progress in performance for KPIs 3 is judged to be sufficient, subject to review at Partnership meetings. If at any point during the Agreement any of these criteria are not fulfilled, providers will be categorised as ‘under review’.
Under review	A provider who is ‘under review’ will be required to work in partnership with SCC to develop and agree an informal improvement plan, with agreed milestones for development and timescales. In some cases SCC may choose to issue a formal written ‘Notice to Improve’. During the next two quarters of reporting they will be required to show improvement in line with agreed milestones. If they are unable to do this or, at any stage, SCC judges that action taken by the Provider is insufficient to address underperformance they will become ‘at risk of decommissioning’. A ‘Notice to Improve’ or move to ‘at risk of decommissioning’ may be delayed where: there are reasonable extenuating circumstances, agreed with SCC, that

	have led to lower than expected performance; and/or the exceptional quality of activity is judged by SCC to be making a contribution that delivers the agreed outcome performance.
At risk of decommissioning	<p>When a provider is 'at risk of decommissioning' the Council shall be entitled to terminate the Contract and/or require repayment of funding in accordance with the terms of the Contract.</p> <p>As above, the quality of provision that is being offered by the Provider to children and young people, and any extenuating circumstances, will be considered as part of any decision to end the Contract.</p>

5. Arrangements for charging.

When working in partnership with statutory partners and agencies to provide services for families as described in the specification, Family Centres should offer free use of accommodation for activities agreed in the Service Delivery Plan. A charge can be made however for additional consumables and services provided by the centre for example photo copying, refreshments.

As a guide the following organisations should not be charged for accommodation where the use involves children or families:

- Health
- Jobcentre Plus
- Portage Early Education Support Service
- Surrey Early Support Service
- Children's Social Care (Family Safeguarding)
- Targeted Youth Support
- Family Support Programme.

The above partners however can be charged in the following circumstances:

- Sessions that occur outside of normal opening hours which incur additional expenses e.g. staff.
- Supervised contact where it is the responsibility of a local authority other than Surrey CC

Refreshments may be offered free as part of the centres contribution to joint working.

Centres may offer free use of the accommodation to other organisations working in partnership with the Family Centre by negotiation. For example if the Citizens Advice Bureau is offering a service agreed in the Service Delivery Plan and has no funding available for venue hire this can be offered free of charge.

Any organisation that is not charged for the use of premises must have Public Liability Insurance of at least £5 million.

Organisations that can be charged

Your priority is to use your Family Centre to deliver the services in accordance with the Family Centre Specification. However, organisations and groups can use your Family Centre premises as long as they do not

affect your ability to meet the needs of vulnerable families. You can either hire the premises to third parties or lease office space for administration use if space allows.

Use of the premises by third parties whose activities are not related to the service specification should be regulated under the host organisations normal hiring policy.

As a guide the following organisations can be charged for accommodation:

- Any partner agency requesting to use the space for meetings or training that do not include children and families.
- Childminding groups – agreed locally and in consultation with local home based child carers
- Children’s activity providers

Service Users

Free activities, charging and voluntary donations

Charging for or asking for a donation towards the cost of an activity is at the discretion of Family Centres. It is important however that there is an agreed policy to ensure fairness and transparency and equality of access for all users of the centre.

Services offered for families most in need should be free at the point of use. Where appropriate to do so a small voluntary donation can be suggested to encourage commitment and ownership.

When asking for a voluntary donation you must make it clear that the contribution is voluntary. Where users are unable to contribute centres must ensure that families are treated in the same way as those that can.

Where you have to pay for resources that accompany a course, you can pass the charge onto users for example, the parenting puzzle book for the course delivered by Family Links.

Annex A: Full Year Funding 2020/21 onwards per District and Borough

District / Borough	Full Year Funding 2020/21 onwards
Spelthorne	£746,577
Elmbridge	£849,576
Epsom & Ewell	£418,228
Woking	£636,709
Runnymede	£469,037
Surrey Heath	£436,691
Guildford	£780,447
Waverley	£529,912
Reigate & Banstead	£885,752
Mole Valley	£336,518
Tandridge	£416,766

