



## TO THE CHAIRMAN AND MEMBERS OF THE **OVERVIEW AND SCRUTINY COMMITTEE**

You are hereby summoned to attend a meeting of the Overview and Scrutiny Committee to be held on Monday, 17 June 2019 at 7.00 pm in the Council Chamber - Civic Offices.

The agenda for the meeting is set out below.

RAY MORGAN  
Chief Executive

NOTE: Filming Council Meetings

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](http://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.

## **AGENDA**

### **PART I - PRESS AND PUBLIC PRESENT**

#### **Part I - Press and Public Present**

- 1 Apologies for Absence  
To receive any apologies for absence.
- 2 Minutes  
To approve the minutes of the meeting of the Committee held on 25 March and 20 May 2019 as published.
- 3 Matters Arising from the Minutes
- 4 Urgent Business  
To consider any business that the Chairman rules may be dealt with under Section 100B(4) of the Local Government Act 1972.
- 5 Declarations of Interest  
To receive declarations of disclosable pecuniary and other interests from Members in respect of any item to be considered at the meeting.

## **Matters for Determination**

### **6     Work Programme (Pages 5 - 34)**

Reporting Person: Councillor D Hughes

## **Matters for Consideration**

### **7     Terms of Reference (Pages 35 - 100)**

Reporting Person: Councillor D Hughes

### **8     Scrutiny Training Update (Pages 101 - 120)**

Following the recent Overview and Scrutiny training held by Mark Palmer, Development Director for South East Employers, the Chairman requested to review the training material and summarise for those who could not attend the session.

Reporting Person: Councillor D Hughes

## **Matters for Scrutiny**

### **9     Surrey County Council Consultation - Closure of Children's Centres (Pages 121 - 208)**

Surrey County Council provided a summary analysis document for the Family Resilience Consultation: Phase 1, Children's Centres, which includes specific plans for each borough identifying which children's centres would stay open and which may close.

## **Performance Management**

### **10    Performance and Financial Monitoring Information**

To consider the current publication of the Performance & Financial Monitoring Information (Green Book). Members are asked to bring their copy of the Green Book to the meeting.

Reporting person: Councillor D Hughes

### **11    Investment Programme Review (Pages 209 - 240)**

A copy of the Investment Programme Review Report that went to the Executive on 7 February 2019 is attached.

Reporting Person: Councillor D Hughes

AGENDA ENDS

Date Published - 5 June 2019

For further information regarding this agenda and arrangements for the meeting, please contact Hanna Taylor, Democratic Services Officer, Ext 3056, Email [Hanna.Taylor@woking.gov.uk](mailto:Hanna.Taylor@woking.gov.uk)



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# **WOKING BOROUGH COUNCIL**

## **Overview and Scrutiny**

### **Work Programme**

**CIVIC OFFICES  
GLOUCESTER SQUARE  
WOKING GU21 6YL  
01483 755855  
[www.woking.gov.uk](http://www.woking.gov.uk)**



## INTRODUCTION TO WOKING BOROUGH COUNCIL'S

### OVERVIEW AND SCRUTINY WORK PROGRAMME

This Overview and Scrutiny Work Programme is published with the purpose of assisting the Council in its overview and scrutiny role. The Work Programme covers the following areas:

- Items for consideration at future meetings of the Overview and Scrutiny Committee.
- An extract from the latest version of the Council's Forward Plan.
- Any Scrutiny Review Topics proposed by Members of the Council for inclusion on the Work Programme.
- Any topics identified for pre-decision scrutiny.
- Details of the current Task Groups under the Committee's remit.

The Work Programme is designed to assist the Council with its overview and scrutiny role by providing Members with an indication of the current workload, subjects to be considered for review and items which the Executive expects to consider at its future meetings, so that matters can be raised beforehand and/or consultations undertaken with a Member of the Executive prior to the relevant meeting.

#### The Committee

**Chairman:** Councillor D E Hughes

**Vice-Chairman:** Councillor M Whitehand

Councillor J Bond

Councillor R Mohammed

Councillor G G Chrystie

Councillor M I Raja

Councillor S Hussain

Councillor C Rana

Councillor J R Sanderson

#### 2019/20 Committee Dates

- 17 June 2019
- 15 July 2019
- 16 September 2019
- 25 November 2019
- 20 January 2020
- 24 February 2020
- 23 March 2020

**Suggested Additions to the Work Programme**

Decision to be Taken	Proposed by	Officer Comment
<b>Services Provided by Partner Organisations.</b> To review the services provided by independent bodies.	Chairman and Vice-Chair	

**Overview and Scrutiny Committee Meeting – 15 July 2019**

Decision to be Taken	Consultation	Background Documents	Contact Person
<b>Performance Management</b>			
<b>Performance &amp; Financial Monitoring Information.</b> For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)	None	None	Chairman
<b>Matters for Determination</b>			
<b>Work Programme.</b> For the Committee to receive the updated Work Programme.	None	None	Hanna Taylor
<b>Matters for Scrutiny</b>			
<b>Flood Risk Management.</b> For the Committee to receive an update on the flood prevention work in Hoe Valley.	None	None	Katherine Waters
<b>Task Group Updates</b>			
<b>Task Group Update.</b> To receive an update on the work of the Task Groups under the remit of the Committee.	None	None	Chairman



**Overview and Scrutiny Committee Meeting – 16 September 2019**

Decision to be Taken	Consultation	Background Documents	Contact Person
<b>Performance Management</b>			
<b>Performance &amp; Financial Monitoring Information.</b> For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)	None	None	Chairman
<b>Matters for Determination</b>			
<b>Work Programme.</b> For the Committee to receive the updated Work Programme.	None	None	Hanna Taylor
<b>Matters for Scrutiny</b>			
<b>Sheerwater Regeneration Project.</b> To review the amended proposals to the programme and funding subject to approval of the Planning Application.	None	None	Ray Morgan / Douglas Spinks
<b>Task Group Updates</b>			
<b>Task Group Update.</b> To receive an update on the work of the Task Groups under the remit of the Committee.	None	None	Chairman





## Overview and Scrutiny Committee Meeting – 21 October 2019

Decision to be Taken	Consultation	Background Documents	Contact Person
<b>Performance Management</b>			
<b>Performance &amp; Financial Monitoring Information.</b> For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)	None	None	Chairman
<b>Matters for Determination</b>			
<b>Work Programme.</b> For the Committee to receive the updated Work Programme.	None	None	Hanna Taylor
<b>Matters for Scrutiny</b>			
<b>Grants Special.</b> For the Committee to review the two largest grant applications with guest presentations.	None	None	TBC
<b>Task Group Updates</b>			
<b>Task Group Update.</b> To receive an update on the work of the Task Groups under the remit of the Committee.	None	None	Chairman



**Overview and Scrutiny Committee Meeting – 25 November 2019**

<b>Decision to be Taken</b>	<b>Consultation</b>	<b>Background Documents</b>	<b>Contact Person</b>
<b>Performance Management</b>			
<b>Performance &amp; Financial Monitoring Information.</b> For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)	None	None	Chairman
<b>Matters for Determination</b>			
<b>Work Programme.</b> For the Committee to receive the updated Work Programme.	None	None	Hanna Taylor
<b>Matters for Scrutiny</b>			
<b>Park and Play Area Maintenance.</b> For the Committee to receive the draft Play Strategy, and discuss the programme of maintenance for Park and Play Areas.	None	None	Arran Henderson
<b>Task Group Updates</b>			
<b>Task Group Update.</b> To receive an update on the work of the Task Groups under the remit of the Committee.	None	None	Chairman



**Overview and Scrutiny Committee Meeting – 20 January 2020**

<b>Decision to be Taken</b>	<b>Consultation</b>	<b>Background Documents</b>	<b>Contact Person</b>
<b>Performance Management</b>			
<b>Performance &amp; Financial Monitoring Information.</b> For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)	None	None	Chairman
<b>Matters for Determination</b>			
<b>Work Programme.</b> For the Committee to receive the updated Work Programme.	None	None	Hanna Taylor
<b>Matters for Scrutiny</b>			
<b>Serco.</b> For the Committee to review the services provided by Serco.	None	None	TBC
<b>Task Group Updates</b>			
<b>Task Group Update.</b> To receive an update on the work of the Task Groups under the remit of the Committee.	None	None	Chairman



**Overview and Scrutiny Committee Meeting – 24 February 2020**

<b>Decision to be Taken</b>	<b>Consultation</b>	<b>Background Documents</b>	<b>Contact Person</b>
<b>Performance Management</b>			
<b>Performance &amp; Financial Monitoring Information.</b> For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)	None	None	Chairman
<b>Matters for Determination</b>			
<b>Work Programme.</b> For the Committee to receive the updated Work Programme.	None	None	Hanna Taylor
<b>Matters for Scrutiny</b>			
<b>Empty Homes Strategy.</b> For the Committee to review the updated Empty Homes Strategy and to see how the Committee and Councillors can support the programme.	None	None	Louise Strongitharm
<b>Freedom of Information Requests.</b> To review the statistics and requests that proceed to the Information Commissioners Office.	None	None	Hanna Taylor
<b>Overview of New Vision Homes Complaints Received and Contract Review.</b> For the Committee to review the complaints for 2019 and identify any trends. The Committee wish to review some areas of the contract.	None	None	Jo McIntosh

Task Group Updates			
<b>Task Group Update.</b> To receive an update on the work of the Task Groups under the remit of the Committee.	None	None	Chairman



**Overview and Scrutiny Committee Meeting – 23 March 2020**

<b>Decision to be Taken</b>	<b>Consultation</b>	<b>Background Documents</b>	<b>Contact Person</b>
<b>Performance Management</b>			
<b>Performance &amp; Financial Monitoring Information.</b> For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)	None	None	Chairman
<b>Matters for Determination</b>			
<b>Work Programme.</b> For the Committee to receive the updated Work Programme.	None	None	Hanna Taylor
<b>Matters for Scrutiny</b>			
<b>Safer Woking Partnership – Community Safety Plan.</b> The Police and Justice Act 2006 gave local authorities responsibility for considering crime and disorder matters. In 2010 the Committee agreed that the Safer Woking Partnership Plan would be brought forward annually for scrutiny.	None	None	Camilla Edmiston
<b>Task Group Updates</b>			
<b>Task Group Update.</b> To receive an update on the work of the Task Groups under the remit of the Committee.	None	None	Chairman



### Latest Version of the Forward Plan

The Forward Plan gives an indication of the decision to be taken by the Executive. Published monthly, the Forward Plan has traditionally given an indication of the decisions to be taken over the following four months.

**6 June 2019**

<b>Key Decision</b>	<b>Subject</b>	<b>Decision to be taken</b>	<b>Consultation (Undertaken prior to the meeting unless otherwise stated)</b>	<b>Background Documents</b>	<b>Contact Officer</b>
<b>No</b>	Notice of Motion - Cllr A-M Barker - Review of Committee Structure	To consider the Notice of Motion from Cllr A-M Barker referred to the Executive on 16 June 2019 by Council on 20 May 2019.	Cllr Azad, Portfolio Holder.	None.	Head of Democratic and Legal Services (Peter Bryant)
<b>No</b>	Woking Borough Council Single Use Plastics (SUP) Policy	To recommend to Council the Woking Borough Council Single Use Plastics (SUP) Policy.	Cllr Davis, Portfolio Holder. Climate Change Working Group.	None.	Deputy Chief Executive (Douglas J Spinks)
<b>Yes</b>	Children's Centres	To recommend to Council arrangements for the delivery of Family Centres in the Borough in partnership with Surrey County Council.	Cllr Kemp, Portfolio Holder.	None.	Deputy Chief Executive (Douglas J Spinks)
<b>No</b>	Performance and Financial Monitoring Information	To consider the Performance and Financial Monitoring Information contained in the Green Book.	Cllr Bittleston, Portfolio Holder.	None.	Chief Finance Officer (Leigh Clarke)



27 June 2019

Key Decision	Subject	Decision to be taken	Consultation (Undertaken prior to the meeting unless otherwise stated)	Background Documents	Contact Officer
Yes	Treasury Management Annual Report 2018-19	To receive the Annual Treasury Management Report.	Cllr Azad, Portfolio Holder.	None.	Chief Finance Officer (Leigh Clarke)
No	Risk Management and Business Continuity Annual Report	To receive the annual report on Risk Management and Business Continuity.	Cllr Bittleston, Portfolio Holder.	None.	Chief Executive (Ray Morgan)
No	Performance and Financial Monitoring Information	To consider the Performance and Financial Monitoring Information contained in the Green Book.	Cllr Bittleston, Portfolio Holder.	None.	Chief Finance Officer (Leigh Clarke)
Yes	Land Management	To consider the acquisition of property.  (The press and public will be excluded from the meeting during consideration of this item in view of the nature of the proceedings that, if members of the press and public were present during this item, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, to the Local Government Act 1972.)	Cllr Azad, Portfolio Holder.	None.	Deputy Chief Executive (Douglas J Spinks)

<b>Yes</b>	Land Management	<p>To consider the acquisition of property.</p> <p>(The press and public will be excluded from the meeting during consideration of this item in view of the nature of the proceedings that, if members of the press and public were present during this item, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, to the Local Government Act 1972.)</p>	Cllr Azad, Portfolio Holder.	None.	Deputy Chief Executive (Douglas J Spinks)
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11 July 2019

Key Decision	Subject	Decision to be taken	Consultation (Undertaken prior to the meeting unless otherwise stated)	Background Documents	Contact Officer
Yes	Temporary Accommodation	To recommend proposals to increase and improve the provision of temporary accommodation in the Borough.	Cllr Harlow, Portfolio Holder.	None.	Strategic Director for Housing (Louise Strongitharm)
Yes	Woking Borough Council Street Naming and Numbering Policy	To recommend to Council the Street Naming and Numbering Policy.	Cllr Davis, Portfolio Holder.	None.	Deputy Chief Executive (Douglas J Spinks)
Yes	Robin Hood	To recommend to Council the provision of Loan Finance to Rutland Woking for the development of the former Pub site for a Community Transport Depot and residential accommodation.	Cllr Azad, Portfolio Holder.	None.	Deputy Chief Executive (Douglas J Spinks)
Yes	Application for Financial Assistance - Royal Horticultural Society (Wisley)	To determine the grant application.	Cllr Azad, Portfolio Holder. Internal Officers.	None.	Chief Executive (Ray Morgan)
No	GDPR Compliance/Cyber Security	To note the position regarding GDPR compliance and cyber security.	Cllr Azad, Portfolio Holder.	None.	Head of Democratic and Legal Services (Peter Bryant)

<b>No</b>	Equalities Annual Report - 2019	To receive an annual report detailing progress on the equalities agenda.	Cllr Kemp, Portfolio Holder, employees, a range of voluntary and community sector groups and organisations.	None.	Chief Executive (Ray Morgan)
<b>No</b>	Performance and Financial Monitoring Information	To consider the Performance and Financial Monitoring Information contained in the Green Book.	Cllr Bittleston, Portfolio Holder.	None.	Chief Finance Officer (Leigh Clarke)
<b>No</b>	Monitoring Reports - Projects	To provide quarterly reports on the progress of projects in the interests of financial prudence and corporate governance.	Cllr Bittleston, Portfolio Holder.	None.	Chief Executive (Ray Morgan)



<b>Yes</b>	Temporary Accommodation	<p>To recommend proposals to increase and improve the provision of temporary accommodation in the Borough.</p> <p>(The press and public will be excluded from the meeting during consideration of this item in view of the nature of the proceedings that, if members of the press and public were present during this item, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, to the Local Government Act 1972.)</p>	Cllr Harlow, Portfolio Holder.	None.	Strategic Director for Housing (Louise Strongitharm)
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## 12 September 2019

Key Decision	Subject	Decision to be taken	Consultation (Undertaken prior to the meeting unless otherwise stated)	Background Documents	Contact Officer
<b>Yes</b>	Flood Risk Management	Authorisation to release remaining funds to allow scheme to be constructed.	Cllr Davis, Portfolio Holder.	None.	Deputy Chief Executive (Douglas J Spinks)
<b>Yes</b>	Citizens Advice Woking - Business Plan Update	To consider an update on the Business Plan submitted by Citizens Advice Woking as requested by the Executive at its meeting on 13 December 2018.	Cllr Azad, Portfolio Holder.	None.	Deputy Chief Executive (Douglas J Spinks)
<b>No</b>	Performance and Financial Monitoring Information	To consider the Performance and Financial Monitoring Information contained in the Green Book.	Cllr Bittleston, Portfolio Holder.	None.	Chief Finance Officer (Leigh Clarke)



### **Current Task Groups Responsible to the Committee**

The table below provides a list of current Task Groups established by the Committee, including an indication of the resource requirements and the anticipated completion date. Updates on the progress of individual Task Groups are included elsewhere on the Committee's agenda.

<b>Task Group</b>	<b>Topic</b>	<b>Membership</b>	<b>Resources</b>	<b>Date Established</b>	<b>Anticipated Completion Date</b>
Economic Development Task Group	To identify and seek the implementation of measures to mitigate the impact of the economic downturn on the residents, community organisations and businesses in the Borough of Woking.	Cllrs Ali, Azad, Barker, Bond, Davis, Elson, and Johnson.	Officer and Councillor time.	11.03.09	Ongoing
Finance Task Group	To review Financial issues as and when identified by the Committee. Financial Performance of the Council Management and Administration of Accounts procurement Strategy, Pension fund, Financial Strategy.	Cllrs Ashall, Azad, Aziz, Bond, Davis, Hughes, and Sanderson.	Officer and Councillor time.	25.05.06	Ongoing
Housing Task Group	To review Housing issues as and when identified by the Committee, including Housing Strategy, Housing Business Plan, Housing Service Plans, Housing Revenue Account, Housing Conditions, Housing Needs, Private Sector Housing, Home Improvement Agency, Housing and Council Tax Benefits, and monitor/review progress of the PFI Scheme	Cllrs Aziz, Bridgeman, Forster, Harlow, Johnson, Kemp and Mohammad.	Officer and Councillor time.	25.05.06	Ongoing



## OVERVIEW AND SCRUTINY COMMITTEE – 17 JUNE

### TERMS OF REFERENCE

#### Executive Summary

The Chairman has requested that the Terms of Reference for the Committee be brought to the first meeting of the municipal year. Please find the following attached:

- Appendix 1 - Extract from The Constitution – “Article 6 – Overview and Scrutiny Committee”
- Appendix 2 - Extract from The Constitution – “Overview and Scrutiny Procedure Rules”
- Appendix 3 - Extract from The Behaviour and Skills Framework – “Roles and Responsibilities of Chairmen”
- Appendix 4 - The Scrutiny Toolkit

The Scrutiny toolkit was last reviewed by the Committee in September 2018.

#### Recommendations

The Committee is requested to:

**RESOLVE That** the report be noted

The Committee has the authority to determine the recommendation(s) set out above.

**Background Papers:** The Behaviour and Skills Framework

**Reporting Person:** Councillor Deborah Hughes  
Email: [councillordeborah.hughes@woking.gov.uk](mailto:councillordeborah.hughes@woking.gov.uk)

**Contact Person:** Hanna Taylor, Democratic Services Officer  
Email: [hanna.taylor@woking.gov.uk](mailto:hanna.taylor@woking.gov.uk), Extn: 3056

**Date Published:** 05 June 2019





**Article 6 – Overview and Scrutiny Committee****Appendix 1****6.01 Terms of Reference**

The Council will appoint the Overview and Scrutiny Committee to discharge the functions conferred by section 21 of the Local Government Act 2000 and the functions of a crime and disorder committee under section 19 of the Police and Justice Act 2006.

**6.02 General Role**

Within its terms of reference, the Overview and Scrutiny Committee will:

- (a) review and/or scrutinise decisions made (or to be made) or actions taken (or to be taken) in connection with the discharge of any of the Council's functions;
- (b) make reports and/or recommendations to Full Council and/or the Leader/Executive;
- (c) consider any matter affecting the area or its inhabitants;
- (d) exercise the right to call-in, for reconsideration, Executive decisions made but not yet implemented; and
- (e) deal with crime and disorder matters referred to it under the Police and Justice Act 2006;
- (f) consider any valid Councillor Call for Action.

**6.03 Specific Functions**

- (a) Policy development and review.

The Overview and Scrutiny Committee may:

- i) assist the Council and the Leader/Executive in the development of its Budget and Policy Framework by in-depth analysis of policy issues;
- ii) conduct research, community consultation and other consultation in the analysis of policy issues and possible options;
- iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- iv) question the Leader, members of the Executive and/or Committees and Corporate Management Group members about their views on issues and proposals affecting the Borough; and
- v) liaise with other external organisations operating in the Borough, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

(b) Scrutiny.

The Overview and Scrutiny Committee:

- i) may review and scrutinise the decisions made or to be made by and performance of the Leader/Executive and/or Committees and Council officers, both in relation to individual decisions and over time;
- ii) may review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- iii) may question the Leader, members of the Executive and/or individual members (to the extent that the latter have been granted powers in relation to their ward) and/or Committees and Corporate Management Group members about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- iv) may make recommendations to the Leader/Executive and/or appropriate Committee and/or Council arising from the outcome of the scrutiny process;
- v) may review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance;
- vi) may question and gather evidence from any person or organisation (with their consent) and require information from partner authorities;
- vii) may review and scrutinise equality issues, and
- viii) shall be responsible for ensuring effective scrutiny of the Treasury Management Strategy and Policies

(c) Finance.

The Overview and Scrutiny Committee have overall responsibility for the finances made available to them.

(d) Annual Report.

The Overview and Scrutiny Committee shall publish an annual report outlining work undertaken during the year, and may make recommendations for future work programmes and amended working methods (if appropriate).

(e) Petitions.

The Overview and Scrutiny Committee is responsible for considering petitions received under the Petition Scheme that fall into the following categories:

- Petitions requiring a Senior Officer to give evidence to the Overview and Scrutiny Committee;
- Appeals from Petitioners who are not satisfied with the response to a petition, and
- Where the petition has been referred to the Committee for further investigation.

**6.04 Proceedings of Overview and Scrutiny Committee**

The Overview and Scrutiny Committee will conduct its proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.



**Overview and Scrutiny Procedure Rules****Appendix 2****1. General Arrangements**

The Council will have the Overview and Scrutiny Committee set out in Article 6 and will appoint to it at its first ordinary meeting in accordance with Standing Order 20.

The terms of reference of the Overview and Scrutiny Committee will be as provided in Article 6 and in the Responsibility for Functions in Part 3 of this Constitution and shall include the functions of a crime and disorder committee under Section 19 Police and Justice Act 2006.

**2. Membership**

The membership shall comprise ten elected councillors. All councillors except members of the Executive may be members of the Overview and Scrutiny Committee. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.

**3. Co-optees**

The Overview and Scrutiny Committee shall be entitled to recommend to Council the appointment of a number of people as non-voting co-optees.

**4. Meetings**

There shall be between eight and ten ordinary meetings of the Overview and Scrutiny Committee in each year. In addition, extraordinary meetings may be called from time to time as and when appropriate. An Overview and Scrutiny Committee meeting may be called by the Chair of the Committee or by the Proper Officer if he/she considers it necessary or appropriate.

**5. Quorum**

The quorum for an Overview and Scrutiny Committee shall be as set out for Committees in Standing Order 20.10, i.e. one-third of the number of members of the Committee (with such rounding-up as may be necessary to achieve whole numbers).

**6. Work Programme**

The Overview and Scrutiny Committee will be responsible for setting its own work programme. An annual meeting of the Committee shall be held to set the work programme for the coming year, and the Committee shall have particular regard to the time and resources (including officer time) needed to deliver the programme. The Committee shall be assisted in its work by sight of the Leader's draft Forward Plan for the whole year.

**7. Agenda Items**

Any member of the Council shall be entitled to give notice to the Proper Officer that he/she wishes an item relevant to the functions of the Committee to be included on the agenda for the next available meeting of the Committee. On receipt of such a request the Proper Officer will ensure that it is included on the next available agenda. This provision shall not have effect in relation to the Councillor Call for Action. The Chairman of the Overview & Scrutiny Committee shall determine whether or not a Councillor Call for Action should be accepted in accordance with the adopted procedures. In the event that a Councillor Call for Action is submitted by the Chairman, the Vice-Chairman will determine whether or not it should be accepted and reported to the Committee in accordance with the adopted procedures.

**8. Task Groups**

Task Groups shall be established as follows. The Committee shall receive draft terms of reference for consideration. These shall be debated and agreed as necessary. The Committee shall also consider the number of persons to be appointed to the Task Group and its political balance; usually the composition of the Task Group shall take into account proportionality without applying it inflexibly. Nominations to the Task Group shall be agreed by the Committee and, if necessary, determined by voting.

Subject to the above and to applying the guidance of the Toolkit when commissioning work, the Committee may appoint such Task Groups as it thinks fit. Task Groups shall make report to the Committee or direct to the Executive as required, and Task Group members shall be entitled to attend and speak at Committee meetings where the work of their Group is under consideration.

Task Groups shall meet in public and may co-opt councillors and non-councillors as may assist them in their work (including councillors who do not sit on the Overview and Scrutiny Committee). Non-councillors shall be eligible for the reimbursement of their expenses.

A permanent Task Group shall consider the financial aspects of the Council's business. The establishment of other standing Task Groups shall be considered.

A dedicated officer resource shall be made available from within Democratic Services to assist, support and coordinate the work of the Overview and Scrutiny Committee and its Task Groups.

**9. Policy Review and Development**

- (a) The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules.
- (b) In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee may make proposals to the Leader/Executive for developments in so far as they relate to matters within their terms of reference.
- (c) The Overview and Scrutiny Committee may hold inquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration.

**10. Reports from Overview and Scrutiny Committee**

- (a) Once it has formed recommendations on proposals for development, the Overview and Scrutiny Committee will prepare a formal report and submit it to the Proper Officer for consideration by the Leader/Executive if the proposals are consistent with the existing budgetary and policy framework, or to the Council as appropriate. The Overview and Scrutiny Committee may publish its report or recommendations.
- (b) If the Overview and Scrutiny Committee cannot agree on one single final report to the Council or Leader/Executive as appropriate, then up to one minority report may be prepared and submitted for consideration by the Council or Leader/Executive with the majority report.

- (c) The Overview and Scrutiny Committee shall by notice in writing require the Council or the Leader/Executive:-
- (i) to consider the report or recommendations,
  - (ii) to respond to the Overview and Scrutiny Committee indicating what action (if any) the Council or the Leader/Executive proposes to take,
  - (iii) if the Overview and Scrutiny Committee has published the report or recommendations, to publish a response,
  - (iv) if the Overview and Scrutiny Committee provided a copy of the report or recommendations to a member of the Council under section 21A(8) of the Local Government Act 2000, to provide the member with a copy of the response,
- and to do so within two months beginning with the date on which the Council or the Leader/Executive received the report or recommendations or (if later) the notice.
- (d) The Council or Leader/Executive shall consider the report of the Overview and Scrutiny Committee within one month of it being submitted to the Proper Officer.

**11. Overview and Scrutiny Reports: Consideration by the Executive**

- (a) Once an overview and scrutiny report on any matter which is the responsibility of the Leader/Executive has been completed, it shall be referred to the Leader/included on the agenda of the next available meeting of the Executive unless the matter which is the subject of the report is already scheduled to be considered by the Leader/Executive on an agreed date.
- (b) The Overview and Scrutiny Committee will in any event have access to the forward plan and timetable for decisions and intentions for consultation. Even where an item is not the subject of detailed proposals from an Overview and Scrutiny Committee following a consideration of possible policy/service developments, the Committee may respond in the course of the Leader/Executive's consultation process in relation to any key decision.

**12. Rights of Overview and Scrutiny Committee Members to Documents**

- (a) In addition to their rights as councillors, members of the Overview and Scrutiny Committee have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.
- (b) Nothing in this paragraph prevents more detailed liaison between the Leader/Executive and Overview and Scrutiny Committee as appropriate depending on the particular matter under consideration.

**13. Members and Officers Giving Account**

- (a) The Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require the Leader, any member of the Executive allocated particular political accountability, or any councillor exercising functions of the Council in relation to their ward, or any senior officer, to attend before it to explain in relation to matters within their remit:
  - i) any particular decision or series of decisions;

- ii) the extent to which the actions taken implement Council policy; and/or
- iii) their performance.

and it is the duty of those persons to attend if so required.

- (b) Where, in exceptional circumstances, the member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee shall in consultation with the member or officer arrange an alternative date for attendance.

#### **14. Attendance by Others**

The Overview and Scrutiny Committee may invite people other than those people referred to in paragraph 13 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend. The Committee shall have rights under Section 22A Local Government Act 2000 and regulations made thereunder to call for information from partner authorities.

#### **15. Call-In**

- (a) When a decision is made by the Leader, the Executive or it's Committee, an Executive member, a Councillor exercising powers in relation to their ward, or a key decision is made by an officer with delegated authority from the Leader, the decision shall be published in draft form electronically, and shall otherwise be available at the main offices of the Council, within 24 hours of the decision being made. All members of the Council shall receive electronic notification of such decisions within the same timescale by the person responsible for publishing the decision.
- (b) That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of five working days after the publication of the decision, unless the Overview and Scrutiny Committee objects to it and calls it in. Urgent decisions shall be dealt with as provided for in paragraph (h) below.
- (c) During that period, the Proper Officer shall call-in a decision for scrutiny by the Committee if so requested by the Chair or any three members of the Committee, and shall then notify the decision-taker of the call-in. The notice to the Proper Officer shall state the reasons for the call-in, and these reasons shall be made available to all members of the Council. He/she shall call a meeting of the Committee on such date as he/she may determine, where possible after consultation with the Chair of the Committee, and in any case within five working days of the decision to call-in.
- (d) If, having considered the decision, the Overview and Scrutiny Committee wishes to take action it may refer the decision back to the decision-making person or body for reconsideration, setting out in writing the nature of its concerns or refer the matter to the next ordinary meeting of Full Council. If referred back to the Executive, it shall be reconsidered at the next ordinary meeting of the Executive's Committee or earlier if the Leader determines. Where the decision was made by an individual, the individual will reconsider within five working days of the request. The decision-making person or body shall reconsider the decision, amending the decision or not as the case may be, before adopting a final decision.
- (e) If following an objection to the decision, the Overview and Scrutiny Committee does not meet in the period set out above, or does meet but does not refer the matter back to the decision-making person or body, the decision shall take effect on the date of



the Overview and Scrutiny meeting, or the expiry of the five day period, whichever is the earlier.

- (f) If the matter was referred to Full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, it has no locus to make decisions in respect of an executive decision unless it is contrary to the policy framework, or contrary to or not wholly consistent with the budget. Unless that is the case, the Council will refer any decision to which it objects back to the decision-making person or body, together with the Council's views on the decision. That decision-making body or person shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the Executive or by its Committee of it, a meeting will be convened to reconsider within five working days of the Council request. Where the decision was made by an individual, the individual will reconsider within five working days of the Council request.
- (g) If the Council does not meet, or if it does but does not refer the decision back to the decision-making body or person, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.
- (h) The call-in procedure set out above shall not apply where the decision being taken is urgent. A decision will be urgent if any delay likely to be caused by the call in process would be seriously prejudicial to the Council's or the public's interests. The notice by which the decision or proposed decision is made public shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The notice shall state that the decision, if agreed, shall take immediate effect. Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

## **16. Questions**

- (a) Members of the Council may ask questions of the Chairman of the Overview and Scrutiny Committee at meetings of the Committee regarding matters that come within the remit of the Committee.

- (b) Notice of Questions

Notice of a question must be given by delivering it in writing or by electronic mail to the Chief Executive no later than 5.00pm, five days before the day of the meeting (e.g. 5.00pm Wednesday for a meeting on the following Monday). Each question must give the name of the Councillor.

- (c) Number of Questions and Length of Question-Time

At any one meeting, no Councillor may submit more than three questions. The total time for question-time shall be 30 minutes or such longer time as the Chairman shall in his/her discretion allow.

- (d) Scope of Questions

The Chairman may reject a question if it:-

- is not about a matter for which the Council has a responsibility or which affects the Borough;

- is defamatory, frivolous or offensive; or
- requires the disclosure of confidential or exempt information
- (e) Procedure at the Meeting

Copies of all questions and the draft replies shall be prepared, laid round the table and made available to the public attending the meeting. The Chairman shall ask the Councillor if he/she is satisfied with the answer. A Councillor who has put a question in person may put one supplementary question without notice. It will be at the Chairman's discretion whether supplementary questions may be put by other members of the Committee or whether a discussion on the topic takes place.
- (f) Written Answers

Any question which cannot be dealt with during question-time through lack of time will be dealt with by a written answer.
- (g) Reference Elsewhere

Any member may move that a matter raised by a question be referred to another Committee. Once seconded, such a motion shall be voted on without discussion.

**17. Crime and Disorder**

- (a) The Overview and Scrutiny Committee shall have power:-
  - to review or scrutinise decisions made, or action taken, in connection with the discharge by the Council, Surrey Police and Surrey County Council ("responsible authorities") of their crime and disorder functions
  - to make reports or recommendations to the Council with respect to the discharge of those functions
- (b) If the Overview and Scrutiny Committee makes a report or recommendations, it shall provide a copy:-
  - to each of the responsible authorities; and
  - to each of the persons with whom the responsible authorities have a duty to cooperate under Section 5(2) of the Crime and Disorder Act 1998 ("the cooperating persons")
- (c) Where a member of the Council is asked to consider a crime and disorder matter by a person who lives or works in the area that the member represents:-
  - the member shall consider the matter and respond to the person who asked him/her to consider it, indicating what (if any) action he/she proposes to take;
  - the member may refer the matter to the Overview and Scrutiny Committee
- (d) Where a member of the Council declines to refer a matter to the Overview and Scrutiny Committee, the person who asked him/her to consider it may refer the matter to the Leader/Executive.
- (e) Where a matter is referred to the Leader/Executive under (d) above:-

- the Leader/Executive shall consider the matter and respond to the person who referred the matter to it, indicating what (if any) action he/she/it proposes to take;
  - the Leader/Executive may refer the matter to the Overview and Scrutiny Committee
- (f) The Overview and Scrutiny Committee shall consider any crime and disorder matter:-
- referred to it by a member of the Council (whether under (c) above or not) or
  - referred to it by the Leader/Executive under (e) above
- and may make a report or recommendations to the Council with respect to it.
- (g) Where the Overview and Scrutiny Committee makes a report or recommendations under (f) above, it shall provide a copy to such of the responsible authorities and to such of the cooperating persons as it thinks appropriate.
- (h) An authority or person to whom a copy of a report or recommendations is provided under (b) or (g) above shall:-
- consider the report or recommendations;
  - respond to the Overview and Scrutiny Committee indicating what (if any) action it proposes to take;
  - have regard to the report or recommendations in exercising its functions

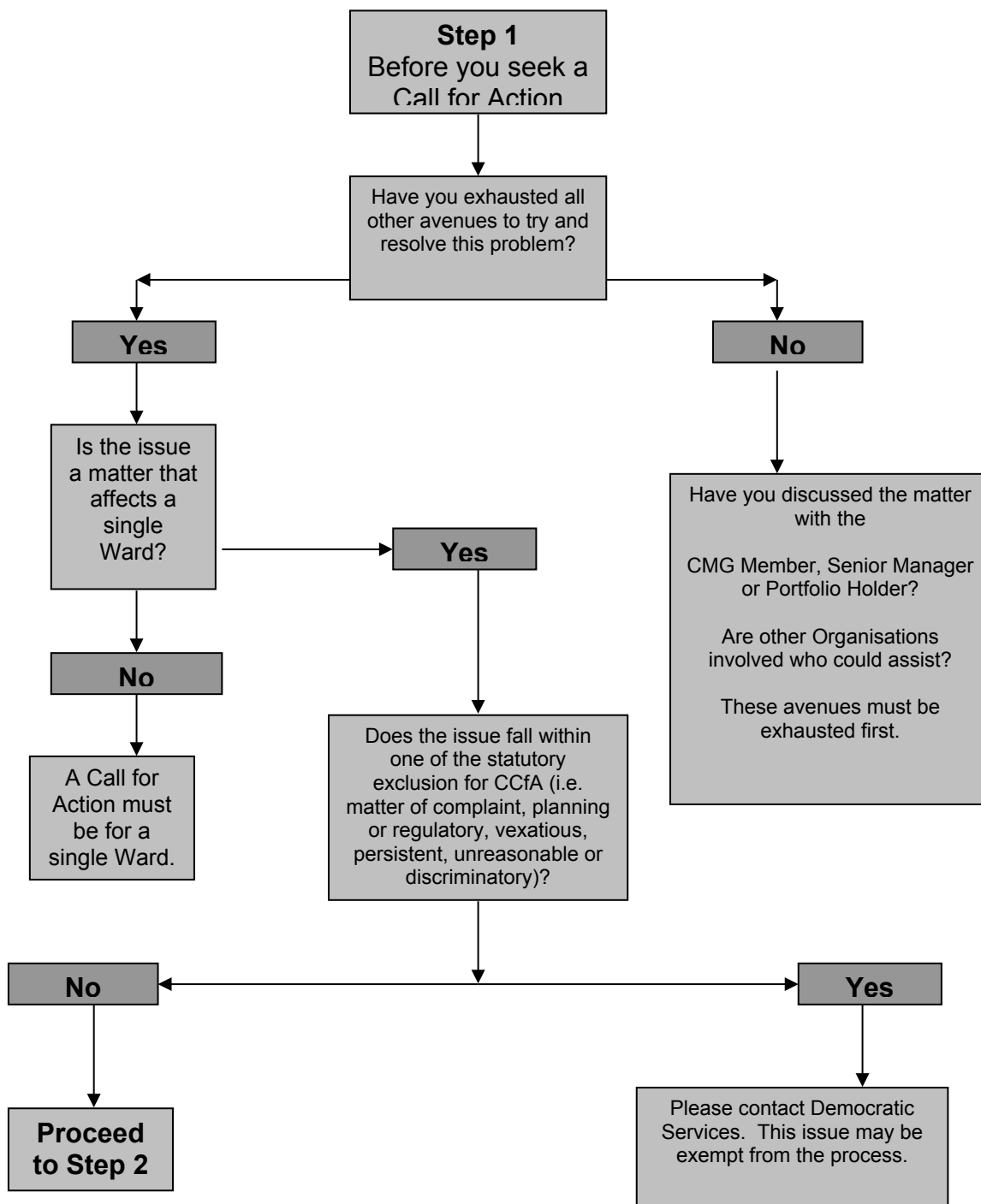
**18. Councillor Call for Action**

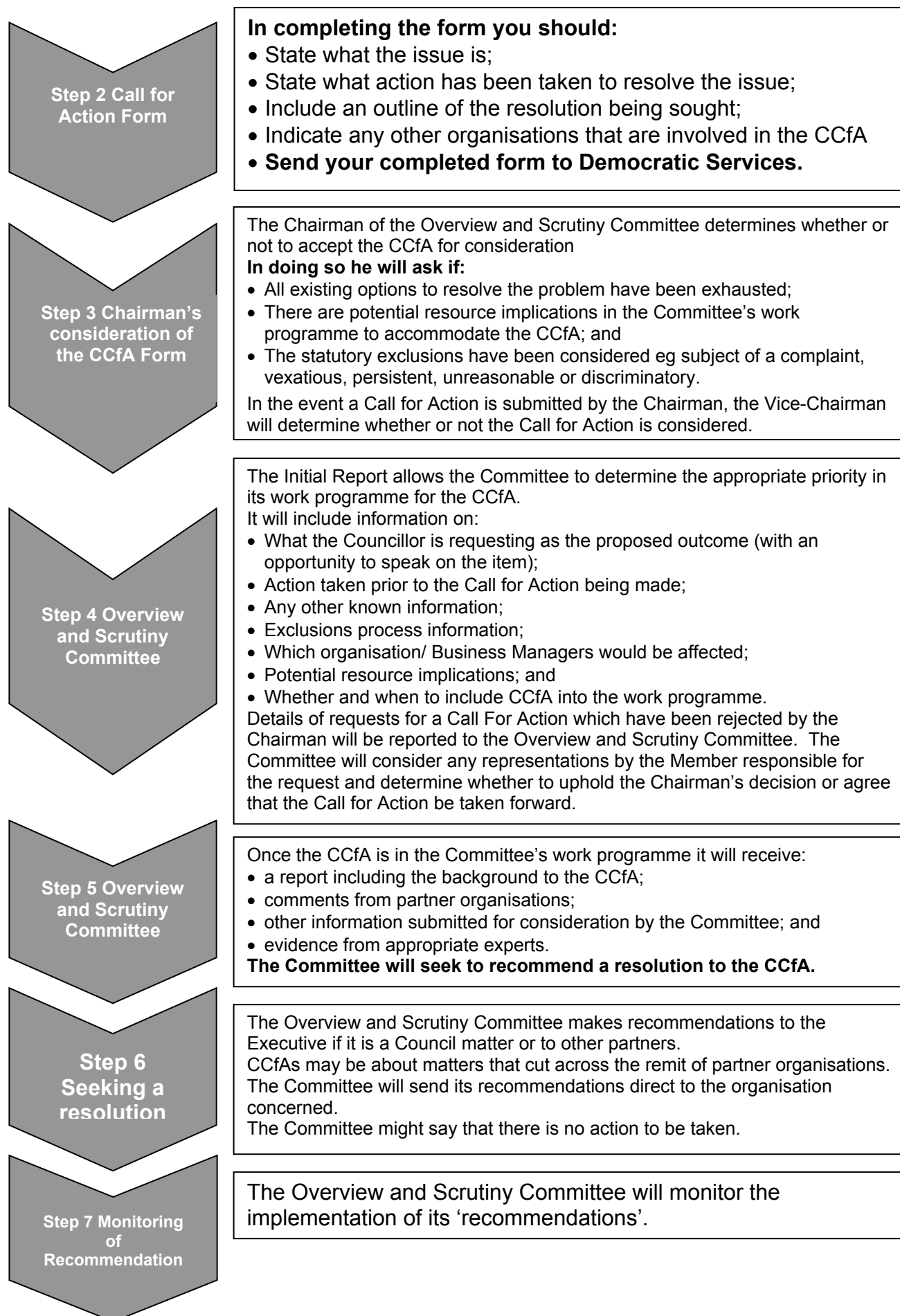
- (a) The Overview and Scrutiny Committee will consider a Councillor Call for Action (CCfA) that:
- has been submitted in relation to a matter that affects a single Ward;
  - has been submitted by a Councillor from the Ward affected;
  - is in relation to a Local Government matter (including the “well-being” powers under the Local Government Act 2000);
  - demonstrates that all existing avenues have been exhausted and that it is a matter of a “last resort”;
  - has been submitted on the CCfA Request Form;
  - adheres to the process set out in the steps documented in the flowchart at Annex 1 attached; and
  - states:
    - the nature of the issue;
    - what action has been taken to resolve the issue;
    - an outline of the resolution to the problem being sought; and
    - an indication of any other organisations involved in the CCfA.

- (b) The Overview and Scrutiny Committee will not consider a CCfA that:
  - is a vexatious, persistent, unreasonable or discriminatory request, or
  - is in relation to a planning, licensing or regulatory application
- (c) Details of requests for a CCfA which have been rejected by the Chairman will be reported to the Overview and Scrutiny Committee. The Committee will consider any representations by the Member responsible for the request and determine whether to uphold the Chairman's decision or agree that the CCfA be taken forward to step 4 – Initial Report to the Committee.

The following is a step process for the operation of a Councillor Call for Action. A Councillor Call for Action is a 'last resort' option for Councillors to have a matter reviewed by the Overview and Scrutiny Committee. It is a process to assist in tackling Ward based community problems on behalf of constituents.

The following diagram should assist in preparing a Councillor Call for Action:





Appendix 3

○ **Roles and Responsibilities of Chairmen**

○ **Chairman of the Overview and Scrutiny Committee**

**Purpose of Position**

- To provide leadership and direction to the work of the Overview and Scrutiny Committee in contributing to the continuous improvement of the Council's services through the full range of its work.
- To chair Committee meetings and ensure the Committee achieves its terms of reference.
- To monitor and manage the annual work programme of the Overview and Scrutiny Committee and work with the Chairmen of Task Groups, by sharing experience, exchanging ideas and best practice and monitoring their work programmes.

**Specific Tasks**

- To ensure the effective running of the Overview and Scrutiny Committee, chairing meetings in line with the constitution and adopting an investigative, evidence-based approach with witnesses, visits and written evidence in addition to formal reports and traditional committee practice.
- To encourage the Committee to adopt an outward-looking focus by actively engaging service users, other stakeholder groups and the public in its work.
- To work with the Vice-Chairman and Officers in the development and delivery of the annual Work Programme.
- To hold regular draft agenda meetings with the Vice-Chairman and Officers to draw up the agendas for forthcoming meetings.
- To encourage Committee members to obtain the necessary skills to carry out the scrutiny role and to work with officers to provide training if necessary.
- To endeavour to engage all members of the Committee within the scrutiny process, allowing robust debate and constructive criticism leading to clear and measurable outcomes.
- To lead the Committee in prioritising its work so as to ensure effective scrutiny, and to lead the Committee in conducting an annual review of performance.
- To develop a constructive relationship with the Executive, especially with relevant portfolio holders.
- To develop a constructive relationship with the Strategic Directors/Heads of Service in the areas that the Committee scrutinises.
- To co-ordinate the Committee's work with the Chairmen of Task Groups, especially in ensuring that positive outcomes are delivered which make clear recommendations for service improvement.

- To introduce Committee reports to the Executive and Council and elsewhere, and to represent the agreed views of the Committee.
- To speak on behalf of the Committee in promoting effective communications with the media and the public in its work.
- To promote the implementation of the best practice and procedures set out in the Council's Scrutiny tool kit.
- To promote Member development to the Members of the Committee.

### Personal Attributes

- Committed to the role and public service.
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards.
- Committed to and demonstrates the Council's Vision:
  - ❖ Our Vision – Towards Tomorrow Today.
- Committed to and demonstrates the Council's Values:
  - ❖ People – A healthy, inclusive and engaged community.
  - ❖ Place – An enterprising, vibrant and sustainable place.
  - ❖ Us – An innovative, proactive and effective Council.
- Thinks Woking-wide, taking into account local needs.
- Committed to equal opportunities and values diversity.
- Works in partnership.
- Seeks continuous personal development.
- Is an advocate of the Borough Council.
- Supports transparency in decision-making processes.
- Approachable, empathetic and understanding.
- Ensures that the Committee makes positive, clear and actionable decisions.

### Skills/Knowledge

- Good communication and interpersonal skills.
- Ability to analyse and grasp complex issues.
- Leadership and chairing skills.
- Project and time management skills.
- Ability to influence and work constructively with Members, officers, the public and outside organisations.
- Ability to build and work as part of an effective team.
- Have detailed knowledge of the procedures for Call-in Notices, Call for Action requests, and the receipt of petitions.
- Have detailed knowledge of, and encourage the application of, the Council's Scrutiny tool kit.
- Have experience of questioning witnesses, experts, elected Members, Officers and others who may appear before the Committee as part of a scrutiny review. *Note: The above duties and responsibilities are in addition to the Member's role as a Councillor.*



# The Scrutiny Toolkit

2018/19





This toolkit aims to provide information, practical guidance and clarity to everyone involved in the overview and scrutiny process at Woking Borough Council.

The toolkit has been drawn from a variety of sources and includes many good practice points selected from leading authorities in the field. Where reference is made to the procedures of the Council such as Call-in, Members are advised to cross-check the details with the provisions of the Constitution before taking any action.

The toolkit will enable members of the Overview and Scrutiny Committee to ensure that they concentrate on topics that matter to the residents of Woking, and this in turn will help us play a significant role in shaping the future direction of the Borough.





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## 1. 1. An introduction to Overview and Scrutiny

*“Effective Public Scrutiny can be a powerful vehicle for change. It can improve the delivery of services; it can connect the public to decision makers and politicians; it can improve efficiency.” Centre for Public Scrutiny (CfPS) December 2008*

### **What is Overview and Scrutiny?**

Overview and Scrutiny was introduced as part of the modernisation agenda for local government under the Local Government Act 2000. This Act required Local Authorities to develop a new political structure and arrangements to replace the old Committee system. An essential part of these new arrangements was the introduction of Overview and Scrutiny; designed to hold the Executive to account and to help in the development of new policies.

The Overview and Scrutiny Committee is not a decision making body and holds no executive authority over the business of the Council. The role of the Committee Members relates to scrutiny and review, and their power lies in raising awareness of important issues and placing influence on others to take action in certain ways.

The overview and scrutiny process provides an opportunity for Councillors and, in some cases, external representatives, to examine various functions of the Council, to ask questions about how decisions have been made and to consider whether service improvements can be put in place. It provides an opportunity for Councillors to champion issues of public concern and to participate in the development of new policies. It facilitates debate about priorities, budget, the strategy of the Council and its vision for the Borough.

Overview and Scrutiny is a positive activity and should contribute to the delivery of efficient and effective services that meet the needs and aspirations of the local community. The Committee should not shy away from the need to challenge and question decisions and make constructive criticism, but should avoid unnecessary conflict and confrontation.

The role of overview and scrutiny also provides new opportunities for public involvement and debate, supporting the Council in taking a community-orientated approach and bringing new ideas and wider experience into the Council processes.

Overview and Scrutiny requires new ways of working and different skills for all concerned. In particular, to work effectively, overview and scrutiny needs to be Member-led.

### **What Overview and Scrutiny is not**

The Overview and Scrutiny Committee does not deal with complaints or regulatory matters such as planning applications or applications for licences. Overview and scrutiny focuses on strategic delivery of services, not individual issues. It is important that scrutiny reviews do not turn into a witch hunt – it is not about apportioning blame or seeking to interrogate people in public aggressively.

## **The work of the Overview and Scrutiny Committee**

The Overview and Scrutiny Committee can:

- review and/or scrutinise decisions made or actions taken by the Executive, individual Executive Members or Officers of the Council;
- prepare reports and/or recommendations to Council and/or the Executive;
- consider any matter affecting the area or its inhabitants; and
- exercise the right to Call-in, for reconsideration, decisions made but not yet implemented by the Executive.

The Overview and Scrutiny Committee can also:

- require Executive Members and senior officers to attend meetings and to be challenged about matters within their areas of responsibility;
- invite expert advisors and other members of the Council and members of the public to take part in Scrutiny reviews;
- refer matters to 'Task Groups' made up of smaller groups of Councillors to undertake in-depth reviews;
- submit formal questions to the Chairman regarding matters that come within the remit of the Committee.

## **The Council's Structure**

The Council has 30 Councillors in total who are elected by local residents and represent 10 wards. The whole Council agrees overall policies. Day-to-day decisions are then made by the Executive comprising a leader and six Councillors who are appointed by the Council. The Council also has a number of Committees to deal with such matters as Planning, Licensing and internal governance issues.

The rules governing the way in which the Overview and Scrutiny Committee operates can be found in the Council's Constitution (Part 2 pages 21-23, Part 3 page 53-54 & Part 4 pages 131-139).

At Woking Borough Council there is a single Overview and Scrutiny Committee which has 10 members and meets seven times per year. This Committee, along with a number of Task Groups, carries out the function of Overview and Scrutiny in Woking.

## **Task Groups**

A Task Group is a small group of Councillors (usually no more than four to six) who are asked to carry out an in depth piece of work on behalf of the Overview & Scrutiny Committee. Task Groups are set up individually for each review. The topic to be reviewed is chosen by the Committee, but it is for the Task Group itself to decide upon the way it chooses to carry out the review. Membership of the Task Group can be drawn from all Councillors and it is not limited to the Members of the Committee. It is often useful to include Members with a range of views and perspectives.



A Task Group allows a topic to be looked into in some depth and it will normally take up to six months to complete their work. At Woking Borough Council there are two types of Task Group:

**Standing Task Groups** provide an overview of the services of the Council and report directly to the Overview and Scrutiny Committee. These Task Groups do not have a limited life span and are ongoing.

**Ad Hoc Review Task Groups** are established by the Overview and Scrutiny Committee to carry out scrutiny reviews to investigate particular issues which cannot be adequately considered within a normal meeting.

The Task Group must be clear on the purpose, rationale and objectives of their review and set an anticipated completion date.

The Task Groups must feedback regularly to the Committee and at the conclusion of its investigation; the Group will prepare a report for the consideration of the Committee.

Task Groups normally meet in private, but can take place in various locations, depending on the type of work they are undertaking.

### Overview and Scrutiny Task Groups 2018/19

Economic Development Task Group	Councillor Mrs Hilary Addison Councillor Mohammed Ali Councillor Ayesha Azad Councillor Ann-Marie Barker Councillor Graham Chrystie Councillor Kevin Davis Councillor Ian Johnson
Finance Task Group	Councillor Simon Ashall Councillor Ayesha Azad Councillor Ann-Marie Barker Councillor John Bond Councillor Kevin Davis (Chairman) Councillor Deborah Hughes Councillor Nancy Martin
Housing Task Group	Councillor Mrs Hilary Addison Councillor Tahir Aziz Councillor Mary Bridgeman Councillor Deborah Hughes Councillor Ian Johnson (Chairman) Councillor Colin Kemp Councillor Rashid Mohammed

## **Annual Report**

The Overview and Scrutiny Committee prepares an Annual Report which details the work that has been undertaken during the year. The Annual Report outlines the outcome of recommendations made by the Committee and highlights those measures and approaches which have proved effective during the scrutiny reviews. The Committee can also make recommendations for future Work Programmes through the Annual Report, and suggest amended working methods if appropriate. The Annual Report is written by the Chairman, although it must be agreed by the Committee before it is presented to Council.

## 2. Topic Selection and the Annual Work Programme

*“Effective work programming is the bedrock of an effective scrutiny function. Done well, it can help lay the foundations for targeted, inclusive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal” A Cunning Plan? Devising a Scrutiny Work Programme, CfPS, March 2011*

### Work Programme

The setting of an Annual Work Programme is an important part of the Scrutiny process. Overview and Scrutiny is a Member led process and as such, Members should lead on developing the Work Programme for the Committee.

The Work Programme is a living document and should be subject to regular review. Members should consider the resource implications and be aware of the resource requirements of larger reviews. The Work Programme should also have capacity to consider matters referred to the Committee by the Executive and also to deal with Call-Ins. The Overview and Scrutiny Committee need to be flexible and responsive to the needs of the organisation. In putting the Work Programme together, the Overview and Scrutiny Committee will need to have regard to Members' capacity to deliver the Programme and the capacity of Officers to support them in that task. A good maxim would be **'If in doubt, leave it out'. It is far better to do a few topics well, than many topics poorly.**

The Work Programme includes within it ongoing issues such as performance management and annual budget monitoring and one off issues and reviews that may be referred to smaller Task Groups for an in-depth investigation.

### Submitting Topics for Scrutiny

#### Who can suggest a topic?

Councillors, Officers and members of the public can suggest a topic for the Committee to scrutinise. Topics can also be referred to the Overview and Scrutiny Committee by the Executive or Council.

Councillors can also choose to refer matters to scrutiny through what is called a 'Councillor Call for Action' (CCfA). More information on this is provided in section 5 of this toolkit.

#### Topic Selection

Before a subject is chosen for review, at least one of the following criteria should be met to establish whether the proposed topic should be selected:

- The Scrutiny Review is likely to result in improvements for local people.
- The topic falls within a Community or Corporate priority area, such as the Community Strategy and the Council's priorities.
- The topic represents a key issue for the public.

- The service proposed for Scrutiny Review is performing poorly. A Review may pick up on areas of weakness identified through the Council's Audit reports or the Performance and Financial Monitoring Information published by the Council.
- There is a high level of dissatisfaction with the service.

## Topic Rejection

The Overview and Scrutiny Committee will not deal with a topic if:

- The topic is already being addressed.
- The matter is subjudice or prejudicial to the Council's interests.
- The specific case falls within the Council's complaints procedure.
- The topic involves an individual disciplinary or grievance matter.
- Scrutiny Review of the proposed topic is unlikely to result in improvements for local people.

It is important that all topics are assessed against the criteria to ensure that time is not wasted on impulse decisions. That way, less important matters can be rejected in a structured transparent way.

A Topic Selection Form has been developed to assist the Overview and Scrutiny Committee to select topics in a structured and consistent way, which can be recorded and justified if necessary. **A 'Scrutiny Review Topic Selection Form' must be completed for every topic suggested/selected in order to define the objectives, determine the methodology of the review and agree timescales.**

[This **Scrutiny Review Topic Selection** e-form is referenced in Section 7 – Supporting Documents.]

## Steps to setting a Work Programme

### Step 1 – Identify potential topics / issues

- Identify standard items such as performance monitoring and annual budgets
- Review the Forward Plan
- Discuss priorities with Portfolio Holders and senior officers
- Invite suggestions for scrutiny from Members of the Council, officers and the public
- Leave capacity to deal with unexpected issues throughout the year

### Step 2 – Filtering topics for further action

- Filter and prioritise each potential topic by measuring them against the selection and rejection criteria outlined above
- Divide topics into two categories. An active list containing the topics that will be pursued by the Committee and a reserve list for topics that may be scrutinised at a future date

- Reject all topics that fall in line with the criteria outlined under 'Topic Rejection' above.

### **Step 3 – Review and update the programme**

Keep the Work Programme under constant review. Adjust as necessary to delete redundant topics, and add subjects as new topics/suggestions are received or revealed through reports on poorly performing services.



### 3. The Overview and Scrutiny Process

*“Scrutiny will only work in the long run, if Members drive the process” (CfPS)*

#### **Councillor Led**

There are many different approaches to running Overview and Scrutiny. There is no ‘one size fits all’ approach. However, what is clear is that successful scrutiny relies upon Member involvement.

In order for the Council to maintain and develop a successful scrutiny function, Councillors must take a leading role in the process. This is not a task just for Chairman or Vice Chairman, scrutiny relies upon engagement from a wide number of enthusiastic Councillors to achieve success.

Councillors must act in a non-partisan manner, which places the needs and aspirations of the community above the consideration of party politics. They must encompass the appropriate skills and competencies required to be able to influence a wide range of public bodies with the aim of improving services for local people.

Councillors must take the lead in not only choosing topics for selection, but to take the lead in questioning witnesses, formulating recommendations and in preparing reports for consideration by decision makers. Councillors have to make time for detailed involvement in topics under review whilst demonstrating effective work management to make sure that scrutiny activities are timely and have impact.

#### **Role of the Chairman and Vice-Chairman**

Because the Overview and Scrutiny Committee is a Member led process, the role of the Chairman and Vice-Chairman is an important one. The Chairman has a pivotal role in maintaining the focus of scrutiny activity on issues that are of concern to the residents of Woking.

Each Chairman has to possess a range of abilities including good communication, listening, and analytical skills in order to balance the desire for Committee Members to have full and frank discussion about topics, with the need to ensure the Committee makes the best use of its time and resources. The Chairman has to encourage the Committee to operate in an open and robust manner, whilst also making sure that witnesses and officers are treated with respect and courtesy. It is also important that the Chairman summarises to confirm agreement and ownership of actions, decisions, and important points and at key stages refocus discussions.

#### **Chairman and Vice-Chairman Liaison**

It is good practice for the Chairman and Vice-Chairman to meet in between meetings of the Committee in order to discuss the Work Programme, any outcomes from previous meetings, potential agenda items, new developments in Overview and Scrutiny best practice etc. The Democratic Services Officer who supports the Overview and Scrutiny Committee also attends these meetings.

## The Role of Councillors

Being a Member of the Overview and Scrutiny Committee is a rewarding responsibility, enabling a Member of the Council to really explore ways of improving the service the Council provides.

Overview and Scrutiny Members need to take an equal part in scrutinising the Council's policies and Executive decisions, and be active in collecting and assessing evidence and producing recommendations. Overview and Scrutiny provides Members with an opportunity to question Executive lead Members, Officers and others in order to gain knowledge of a topic and develop supporting evidence for recommendations.

Councillors will receive a considerable amount of paper work to read and as a result, they need to set aside sufficient time to allow them to attend meetings, forums, workshops and site visits.

Councillors will:

- Agree a manageable Work Programme.
- Take an active role in Scrutiny reviews either in the full Committee or through Task Groups.
- Receive and examine information and monitor the performance of service areas and participate in reviews as appropriate.
- Hold Executive Members and Senior Officers to account.
- Take part in training and development programmes.

## Overview and Scrutiny Committee Members 2018-19

<b>Member:</b>	<b>Member Position:</b>
Councillor Ian Johnson, <i>Liberal Democrat</i>	Chairman
Councillor Deborah Hughes, <i>Liberal Democrat</i>	Vice-Chairman
Councillor Hilary Addison, <i>Conservative</i>	Committee Member
Councillor Ken Howard, <i>Liberal Democrat</i>	Committee Member
Councillor John Bond, <i>Independent</i>	Committee Member
Councillor Graham Chrystie, <i>Conservative</i>	Committee Member
Councillor Saj Hussain, <i>Conservative</i>	Committee Member
Councillor Rashid Mohammed, <i>Conservative</i>	Committee Member
Councillor Mohammed Ilyas Raja, <i>Labour</i>	Committee Member
Councillor Chitra Rana, <i>Conservative</i>	Committee Member



## Carrying out a Scrutiny Review

### Stage 1 – Topic Selection

Scrutiny topics are selected by the Overview and Scrutiny Committee. Items can come from a variety of sources including Members of the Council, members of the public or be referred to the Committee by the Executive or Council. Scrutiny Reviews will be undertaken by the Overview and Scrutiny Committee itself or in the majority of cases allocated to a Task Group.

Topic selection has been covered in detail in Section 2 of this guide.

### Stage 2 – Scoping & Planning the Review

Before the Overview and Scrutiny Committee can agree the Scrutiny Review, a 'Scrutiny Review Topic Selection Form' must be completed and submitted to the Committee.

Comprehensive scoping and planning is essential in order to ensure that the Scrutiny review is as effective as possible - if a Review is too broad, it may not be possible to identify the necessary resources to complete the Review within the proposed timescale and the Review may lose its focus, leading to ineffective outcomes.

Once a Scrutiny Review topic has been agreed, it is likely that a Task Group will be established to undertake the Review (although this is not always necessary). The Committee will encourage interested Councillors to volunteer to sit on the Task Group and will seek to achieve a politically balanced group.

**Before the Overview and Scrutiny Committee can formally agree the establishment of a Task Group, a 'Terms of Reference' form must be completed and submitted to the Committee for approval.** [An example of this form can be found in Section 7 – Supporting Documents]

The Terms of Reference will consider-

- The purpose, rationale and objectives of the review
- Key issues and areas of focus
- Responsibilities of Councillors and Officers
- The risks involved in undertaking the review (and how they can be minimised)
- How the review will be undertaken
- Timescales

At the first meeting of the Task Group, the Members will -

- Elect a Chairman and appoint a Vice Chairman
- Determine dates for future meetings of the Group
- Establish a target date for completing the review and submitting a final report to the Overview and Scrutiny Committee

Task Groups are encouraged to consider innovative and imaginative ways of working. Examples of such working can include holding Task Group meetings at locations across the Borough, use of questionnaires and the staging of public meetings.

### **Stage 3 – Collecting Evidence**

What information is going to be needed? Once the scope for the Review has been agreed, the Task Group will need to consider what information is required to fulfil the objectives of the Review.

When the information requirements have been identified, the Task Group will need to identify where and how the information can be gained, with consideration given to -

- Undertaking site visits
- Calling on expert witnesses Council and external sources
- Hearing evidence from community and voluntary groups, the public and business sector, and consulting service user groups and local interest groups.
- Commissioning research & researching best practice through local government organisations e.g. [www.idea.gov.uk](http://www.idea.gov.uk), [www.lga.gov.uk](http://www.lga.gov.uk)
- Joint working with other authorities and organisations
- Officer reports and presentations

### **Stage 4 – Considering the Evidence**

When the evidence has been collected, the Task Group will need to meet to consider and analyse the findings. It is important that both the findings and the recommendations are drawn out of the evidence and are adequately supported by it.

### **Stage 5 – Report**

A draft report based on the Task Groups' finding and recommendations will be prepared by the Chairman of the Task Group and the appointed Lead Officer.

Recommendations should:

- Be based on clear evidence
- Address identified need
- Link to Council priorities
- Demonstrate tangible benefits
- Take account of resources

The final report and any recommendations from the Task Group will be considered by the Overview and Scrutiny Committee before being recommended to the Executive. Any changes to the Council's policies will then need to be dealt with by way of a recommendation to Council.

In the event of there being dissent from the recommendations, a minority report will also be allowed to be forwarded to the Executive, Council or Partner Organisation, proposing an alternative course of action.

### **Stage 6 – Feedback and Monitoring**

Following the reporting process, it is important that feedback is given to contributors to the Review and stakeholders concerned about the outcome. The feedback should make it clear what actions are proposed as a result of the Review.

The Overview and Scrutiny Committee will need to make suitable arrangements to monitor the implementation of the recommendations adopted, and request progress reports from officers and Portfolio Holders.

## **Officers**

Whilst Woking Borough Council does not have a dedicated Overview and Scrutiny Officer, the Overview and Scrutiny Committee is supported by a Democratic Services Officer and Lead Officers throughout the Council.

### **Democratic Services Officer**

The Democratic Services Officer will act as a contact, advisor and support for the Overview and Scrutiny Committee to co-ordinate the work of the Councillors and Officers supporting the Task Groups. This Officer does not always necessarily participate in the work of the Task Groups, but does aid and assist Members with any necessary arrangements and application of Overview and Scrutiny. The Officer will also act as a link between the Task Group and the Council's Committee process.

The Democratic Services Officer will also assist in:

- the arrangement and organisation of Task Group meetings;
- the development of terms of reference;
- the arrangement of site visits, workshops, etc and the attendance of witnesses;
- use of the Internet/Intranet;
- applying the Tool Kit for Successful Scrutiny.

Contact Details:      Hanna Taylor, Democratic Services Officer  
Woking Borough Council  
Civic Offices  
Gloucester Square  
Woking GU21 6YL  
Telephone 01483 743056  
Email: [hanna.taylor@woking.gov.uk](mailto:hanna.taylor@woking.gov.uk)

### **Lead Officer**

Each Scrutiny Review will have a Lead Officer appointed, who will be best placed to advise and inform. The Lead Officer will be involved for the duration of the Review and will assist the Task Group in its consideration of the evidence collected and the production of the final report. The Officer will assist in scoping the Review, establishing clear aims and objectives and ensuring that the right information and participants are available.

Responsibilities of the Lead Officer include:

- working with the Task Group to establish a plan to define the objectives, timetable and methodology;
- keeping the work of the Task Group under review in light of any additional issues or changes in timescale identified by the Task Group;
- assisting in assimilating information and data and present any findings or conclusions arising from the Review in an appropriate format;
- assisting in communications, including progress reports to the Overview and Scrutiny Committee and consultation with stakeholders; and
- assisting in the preparation of the final recommendations and Committee report.

Additional Officers may be called upon by the Task Group for specific technical information, either written and/or verbal. **Legal Services** will provide procedural, legislative and constitutional advice.



### Call-In Procedure

One of the main responsibilities of the Overview and Scrutiny Committee is to hold the Executive to account. They can do this by Calling-In a decision of the Executive and preventing the decision from being implemented until it has been fully discussed by the Overview and Scrutiny Committee.

Although the Overview and Scrutiny Committee cannot change the decision, it can refer the matter back to the decision taker to ask for the decision to be reviewed or to consider an alternative course of action.

The Call-In procedure does not apply where the decision being taken by the Executive is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would be seriously prejudicial to the Council's or public interest.

Once a decision has been made by the Executive, Councillors have five working days to Call-In a decision. The Chairman or any three Members of the Committee can request for a decision to be called in; the request must be submitted to the Proper Officer and should make clear the reasons for the call-in. If a decision is called-in, it cannot be implemented until it has been referred to the Overview and Scrutiny Committee for advice.

The called-in decision must be considered by the Committee within five working days of the decision to call it in.

The decision will be referred to the first available meeting of the Overview and Scrutiny Committee if within timescales, or a special meeting of the Committee will be arranged. The Committee then has three options:

- To offer no advice, in which case the decision may be implemented immediately.
- To make a recommendation, in which case the matter must be referred to the Executive in order for a decision to be made upon it.
- To make a recommendation to Council (bypassing the Executive).

The Executive or Council is not bound to accept any recommendation to it and will have sole discretion on any further action to be taken.

Where the Scrutiny Committee does decide to make a recommendation this must be clearly documented in the minutes.

Occasionally, matters subject to call-in will be confidential or exempt and the press and public may be required to leave the room for the whole or part of the proceedings in such circumstances.

The detailed procedure for 'Call-In' can be found in the Overview and Scrutiny Procedure Rules in the Constitution (Page 158-159). A detailed report on Call-in was submitted to the Overview and Scrutiny Committee at its meeting on 16 July 2018.



## 5. Councillor Call for Action (CCfA)

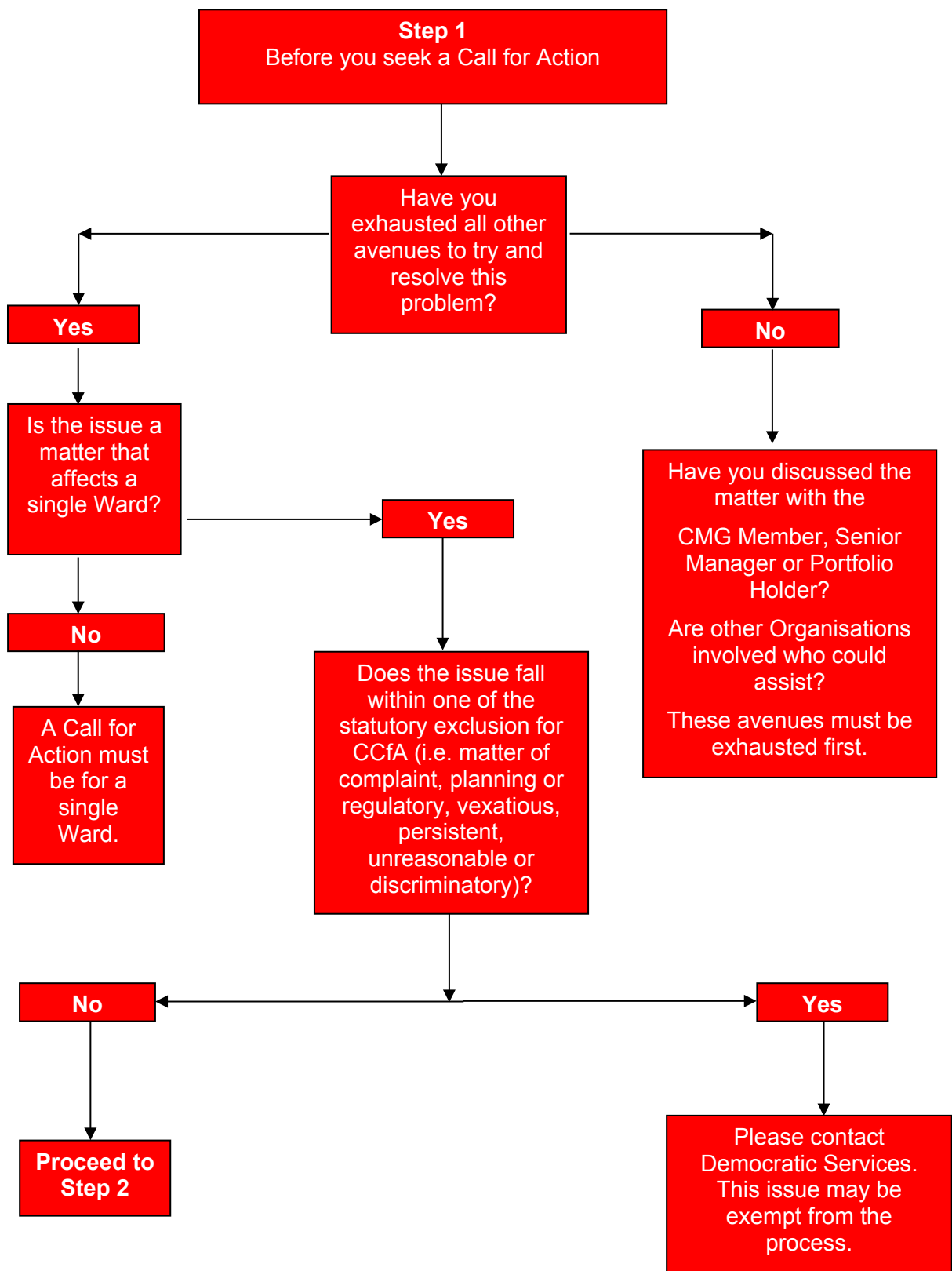
The Councillor Call for Action (CCfA) provides Members with the opportunity to ask for discussions at the Overview and Scrutiny Committee on issues where local problems have arisen and where all other methods of resolution have been exhausted.

CCfA was introduced as part of wider changes introduced to provide Overview and Scrutiny with greater powers to work more closely with partners across organisational boundaries. It enables Councillors, as the democratic representatives of their communities, to raise issues that it has not been possible to resolve by other means.

The power is limited to issues affecting single wards and any Councillor can make a CCfA irrespective of their existing role on the Council. It can be about any issue of the Councillor's choice, regardless of which organisation is responsible, subject to statutory exceptions (for example if the matter is the subject of an existing complaint or is vexatious in nature).

A flow diagram detailing the preparation of a CCfA is shown on the next page and a copy of the CCfA Request Form is included in Section 7 – Supporting Documents.

The procedure for CCFA can be found in the Overview and Scrutiny Procedure Rules in the Constitution. A detailed report on the process was presented to the Overview and Scrutiny Committee at its meeting on 16 July 2018 and full details can be found in the Council's Constitution.





**Step 2 Call for  
Action Form**

**In completing the form you should:**

- State what the issue is;
- State what action has been taken to resolve the issue;
- Include an outline of the resolution being sought;
- Indicate any other organisations that are involved in the CCfA
- **Send your completed form to Democratic Services.**

**Step 3 Chairman's  
consideration of  
the CCfA Form**

The Chairman of the Overview and Scrutiny Committee determines whether or not to accept the CCfA for consideration

**In doing so he will ask if:**

- All existing options to resolve the problem have been exhausted;
- There are potential resource implications in the Committee's work programme to accommodate the CCfA; and
- The statutory exclusions have been considered e.g. subject of a complaint, vexatious, persistent, unreasonable or discriminatory.

In the event a Call for Action is submitted by the Chairman, the Vice-Chairman will determine whether or not the Call for Action is considered.

**Step 4 Overview  
and Scrutiny  
Committee**

The Initial Report allows the Committee to determine the appropriate priority in its work programme for the CCfA.

It will include information on:

- What the Councillor is requesting as the proposed outcome (with an opportunity to speak on the item);
- Action taken prior to the Call for Action being made;
- Any other known information;
- Exclusions process information;
- Which organisation/ Business Managers would be affected;
- Potential resource implications; and
- Whether and when to include CCfA into the work programme.

Details of requests for a Call For Action which have been rejected by the Chairman will be reported to the Overview and Scrutiny Committee. The Committee will consider any representations by the Member responsible for the request and determine whether to uphold the Chairman's decision or agree that the Call for Action be taken forward.

**Step 5 Overview  
and Scrutiny  
Committee**

Once the CCfA is in the Committee's work programme it will receive:

- a report including the background to the CCfA;
- comments from partner organisations;
- other information submitted for consideration by the Committee; and
- evidence from appropriate experts.

**The Committee will seek to recommend a resolution to the CCfA.**

**Step 6 Seeking  
a resolution**

The Overview and Scrutiny Committee makes recommendations to the Executive if it is a Council matter or to other partners.

CCfAs may be about matters that cut across the remit of partner organisations. The Committee will send its recommendations direct to the organisation concerned.

The Committee might say that there is no action to be taken.

**Step 7 Monitoring  
of  
Recommendation**

The Overview and Scrutiny Committee will monitor the implementation of its 'recommendations'.



## 6. Public Participation

Public participation is an important part of the scrutiny process and there are a number of ways members of the public can get involved and keep updated.

- Suggesting topics for scrutiny via the e-form on our website
- Attending Committee meetings
- Submitting written evidence or appearing as a witness when invited to do so
- Committee agendas, reports & minutes

The Overview and Scrutiny Committee may request a range of individuals to give evidence and answer questions on a particular topic. These can include:

- Executive Members
- Senior Officers
- Members of the Public
- Outside organisations / Service Providers
- Experts

Most of the discussions in Overview and Scrutiny Committee meetings will take place in public and the press are also invited to attend. Task Groups are usually not held in public, although their final report to the Committee will most likely be a public document.

### **Witnesses/Expert attendance at the meeting**

Witnesses and experts have a key role to play in helping the Overview and Scrutiny Committee and Task Groups to fulfil their objectives. Examples of experts and witnesses may include Members of the Executive, Portfolio Holders, Union representatives, external partners, local businesses and voluntary sector groups.

### **Prior to the meeting**

The Chairman or Democratic Services Officer will:

- Inform the witness of the time place and date of the meeting
- Inform the witness of the issue the Committee would like to question them about
- Inform the witness of any written information or documentation that the Committee may require
- Provide the witness with copies of the agenda and relevant reports
- Answer any questions the witness may have

## **At the meeting**

Overview and Scrutiny meetings are normally held in public and there will often be members of the press and public in attendance. There will also be Committee Members, Officers and possibly other Councillors and witnesses. The Democratic Services Officer will have contacted the witness/expert before the meeting to make arrangements to meet them and explain the format of the meeting. The Chairman will also introduce her/himself.

The witness/expert may have been asked to provide the Committee with a presentation. The Members of the Committee will then ask the witness/expert questions in an orderly and respectful manner. Witnesses & experts should take their time to answer the questions clearly, if they are unsure of an answer or do not understand a question, they are encouraged to say so.

Guidance for Witnesses & Experts and Questioning Techniques can be found in Section 7 – Supporting Documents.

## **After the meeting**

It is good practice for the Chairman of the Overview and Scrutiny Committee to write to the expert/witness to thank them for their attendance and to also inform them of the outcome following the Committee's investigation.

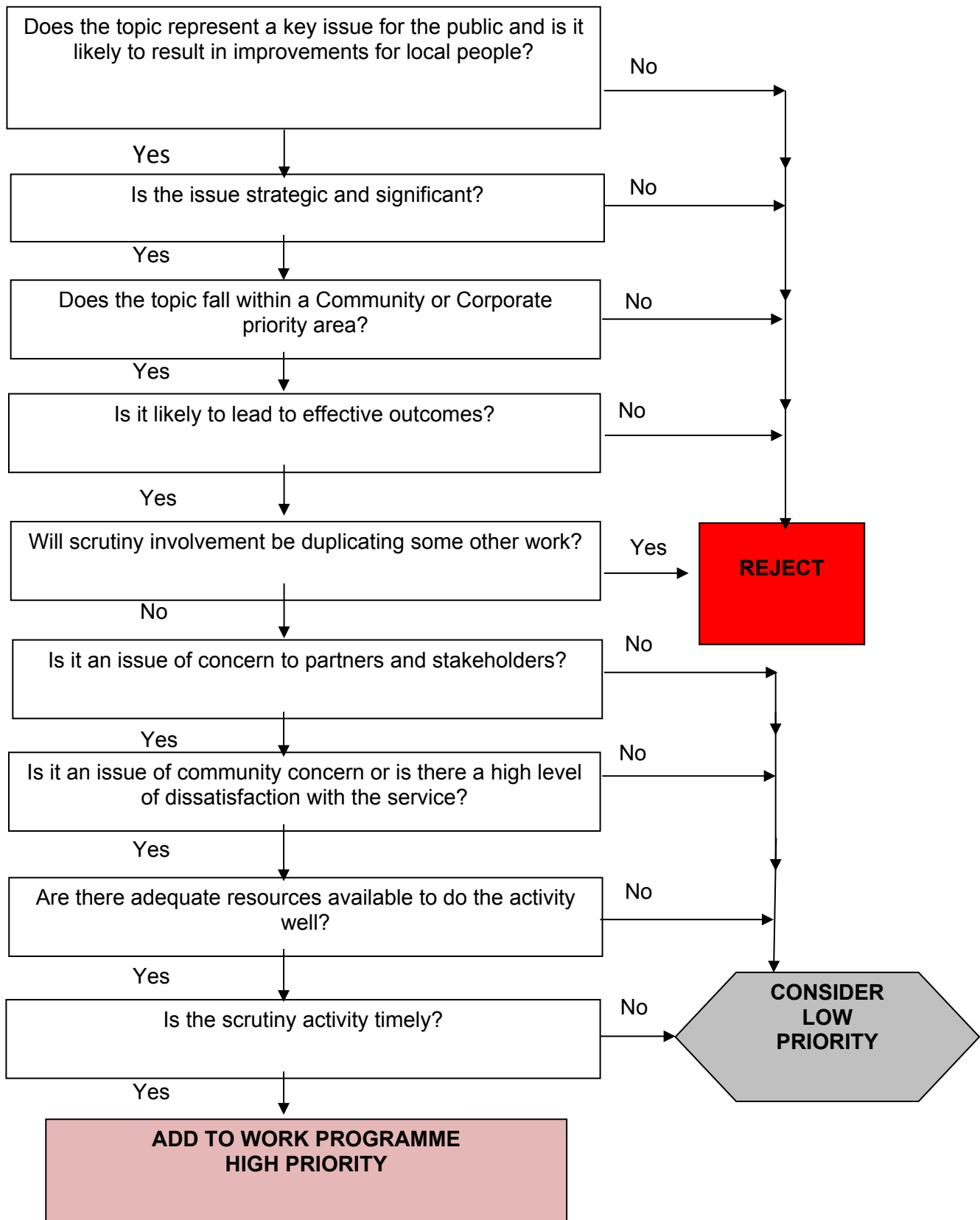
The following supporting documents are attached as appendices:

- Work Programme Development - Overview and Scrutiny Topic Selection Flowchart
- Scrutiny Review Task Group Terms of Reference (*also available electronically*)
- Scrutiny Review Topic Selection Form
- CCfA Form
- Guidance for Witnesses and Experts
- Questioning Techniques

If you have any questions about Overview and Scrutiny or the application of this Toolkit, please contact [hanna.taylor@woking.gov.uk](mailto:hanna.taylor@woking.gov.uk) or 01483 743056.



## Work Programme Development - Overview & Scrutiny Topic Selection Flowchart







# Scrutiny Review Task Group

## Terms of Reference



<b>PROPOSED NAME OF TASK GROUP</b>	
------------------------------------	--

### SECTION ONE – THE SCRUTINY REVIEW

Scrutiny Review Topic:

Topic Raised by:	
------------------	--

Date Raised:	
--------------	--

Purpose of Review:
<i>What is the purpose of the Task Group? What will the Group scrutinise?</i>

Rationale of Review:
<i>Why does the review need to be undertaken?</i>

### SECTION TWO - THE TASK GROUP

Membership Of Task Group:
<i>Who will make up the Group i.e. Elected Members from the different parties, Portfolio Holders, Officers, Witnesses etc.?</i>

### SECTION THREE - THE SCRUTINY REVIEW PROCESS

#### Methodology/Approach

*How will the Task Group undertake the review? Meetings, questionnaires, engagement etc*

#### Sources of Information/Evidence:

*Where will the Group gather information from? Council officers, Local Groups, reports etc*

#### Consultation Exercises:

*Will you carry out any consultation exercises?*

#### Witness/Expert Participation:

*Will you involve any witnesses/ experts? Who?*

#### Site Visits:

*Will the Task Group carry out any site visits? Where? Why?*

#### Resource Requirements:

*What Officer support will be required? Funding? etc*

#### Risk Analysis:

*Cost implications, unrealistic expectations, timescales etc*

#### SECTION 4 - SCRUTINY REVIEW COMPLETION

##### Reporting Process:

*How will the Group report back to the Overview & Scrutiny Committee? Presentation, written report?*

##### Monitoring of Outcomes:

*Regular reports to be submitted to the Overview & Scrutiny Committee? Members of the Task Group to monitor any recommendation & report back to the Committee?*

Anticipated Completion Date:

Draft Report Deadline:

Meeting Frequency:

Dates of Meetings:

*These will be identified by Member Services in consultation with the Task Group members.*

##### Further Information:

**\*Please ensure you complete this form in full with as much detail as possible\***



# SCRUTINY REVIEW TOPIC SELECTION



## SECTION ONE – THE SCRUTINY REVIEW

Scrutiny Review Topic:

Topic Raised by:

Date Raised:

## SECTION TWO – SELECTION CRITERIA

Selection Criteria:

Scrutiny Review likely to result in improvements for local people.

☐

Topic falls within a Community/Corporate priority.

☐

Topic represents a key issue for the public.

☐

Service proposed is performing poorly.

☐

High level of dissatisfaction with the service.

☐

Rejection Criteria:

Topic already being addressed.

☐

Matter is subjudice or prejudicial to the Council's interests.

☐

Specific case falls within the Council's complaints procedure.

☐

Topic involves individual disciplinary or grievance matter.

☐

Proposed topic is unlikely to result in improvements for local people.

☐

### SECTION THREE – RATIONALE FOR SELECTION

Rationale
Why should the Review be undertaken?
How would the topic link to the Council's key aims and priorities?
What benefits could result from the Scrutiny Review?

### SECTION FOUR – PRIORITISATION

Importance
Strong evidence linking topic to the Council's key aims and priorities. <input type="checkbox"/>
Good evidence linking topic to the Council's key aims and priorities. <input type="checkbox"/>
Good evidence linking topic to the Council's key aims but not to current priorities. <input type="checkbox"/>
Some evidence that topic is indirectly related to the Council's key aims/priorities. <input type="checkbox"/>
No evidence that topic is related to the Council's key aims/priorities. <input type="checkbox"/>

Impact
Substantial benefits community wide or for a significant proportion or section of the Community. <input type="checkbox"/>
Moderate benefits for two or more client groups or substantial benefits for only one client group. <input type="checkbox"/>
Minor benefits for two or more client groups or moderate benefits for one client group. <input type="checkbox"/>
Minor benefits for only one client group. <input type="checkbox"/>
No benefits likely to result. <input type="checkbox"/>

## SECTION FIVE – CONCLUSIONS

Topic Selection	
-----------------	--

Select		Reject		Reserve List	
--------	--	--------	--	--------------	--

Refer Topic to:
-----------------

Scrutiny Review Task Group		Overview & Scrutiny Committee	
----------------------------	--	-------------------------------	--

Other	
-------	--

Date Topic Considered:	
------------------------	--

Further Information:
----------------------

**\*Please ensure you complete this form in full with as much detail as possible\***





## **COUNCILLOR CALL FOR ACTION**

### **REQUEST FORM**



This form should be used by any Councillor at Woking Borough Council who would like the Overview and Scrutiny Committee to consider a Call for Action in their ward.

**Subject of the Councillor Call for Action:**

**Would you like the opportunity to speak to the Overview and Scrutiny Committee?** Yes: ☐ No: ☐

**Have you approached the Overview and Scrutiny Committee on the same issue in the past six months?** Yes: ☐ No: ☐

**Why you think the issue should be looked at by the Overview and Scrutiny Committee:**

**Please give a brief synopsis of what the main areas of concern are:**

**What evidence do you have in support of your Call For Action:**

**Which areas or Community Groups are affected by the Call for Action:**

**Have you exhausted all avenues to resolve the issue?** Yes: ☐ No: ☐

**What action have you taken to resolve the issue:**

**Are there any deadlines associated with the Call for Action of which the Overview and Scrutiny Committee needs to be aware:**

**What outcomes would you hope for in making this Call for Action:**

**Is the Call for Action currently the subject of legal action by any party (to your knowledge) or is being examined by a formal Complaints' process?:**

**Yes:**

☐

**No:**

☐

**Councillor (print):**

**Signature:**

**Ward:**

**Date Submitted:**

---

**For Office Use Only:**

**Received by:**

**Received on:**

---

# Guidance for Witnesses/Experts

## The Scrutiny Process

The Overview and Scrutiny Committee may identify topics for scrutiny and undertake a review of a service or function of the Council or an item of public concern with a view to identifying an Improvement Plan to bring about improvements.

Scrutiny provides the opportunity for elected Councillors to examine the various functions of the Council, to ask questions on how decisions have been made, to consider whether service improvements can be put in place and make recommendations to this effect. Scrutiny also provides the opportunity for Councillors to champion issues of local concern to residents and to participate in the development of new policy.

In order to ensure the Review is comprehensive and the improvements realistic, often a Task Group is established to oversee the process. As part of the evidence gathering exercise, witnesses or experts may be requested to attend a meeting of the Committee or Task Group to provide information for the Review.

## The Committee

The Committee will hold formal meetings, the time & venue for these meetings will be set the previous year. These will usually take place in the evening at 7pm in the Council Chamber at the Civic Officers.

The Committee is made up of 13 Councillors, although anyone can attend this meeting including other Councillors, Officers and members of the public.

## The Task Group

The Task Group will hold informal meetings at times and venues suitable for those attending and the subject of the Review. For example, a Task Group reviewing the H G Wells Conference and Events Centre may therefore choose to hold its meetings at the H G Wells Centre rather than the Civic Offices.

The Task Group itself will comprise of between two and six Councillors together with supporting officers. An external representative may also sit on the Task Group. Notes of the meeting will be taken and a copy provided at a later date.

## Attending the Meeting

You will be given advance notice of the date of the meeting and will be sent a copy of the agenda, together with any background and supporting documents, at least one week before the meeting. An indication of the type of questions likely to be put to you can also be sent to allow you to prepare your responses. Should you be unable to attend a meeting, the Committee/Task Group may request a written response from you on certain points. An indication of the timeframe for such responses will be given.

Upon arrival at the venue for the meeting, you will normally be met by an Officer or member of the Committee/Task Group. He or she will make contact with you prior to the meeting to confirm the arrangements and where possible give you an indication of when your evidence is likely to be heard and explain the format for the meeting. If you have any particular anxieties or questions then you should not hesitate to raise these. Those present at the meeting, including the Chairman, will introduce themselves at the start of the meeting. All those present will have copies of the papers circulated in advance of the meeting.

### **Giving Evidence**

Members of the Committee/Task Group will ask you questions in an orderly and respectful manner as directed by the Chairman of the meeting.

#### **Remember:**

- Take your time and speak slowly and clearly.
- Ask for questions to be repeated if you do not understand or cannot hear.
- If you are not sure of the answer then say so.
- You may ask questions of the Task Group for clarification or background information.

# Questioning Techniques

Witnesses are often the most valuable sources of information that Councillors rely upon, when undertaking a review. Good questioning will ensure that Councillors make the best use of witnesses, whose time may be limited.

Witnesses attend reviews to impart their knowledge in their area of expertise. It is then for Councillors to debate the evidence gathered from all sources in formulating a view. Witness would not be expected to enter into arguments about the merits of what they have said.

Below is a selection of examples of questioning techniques:

## Open and Closed Questions

A closed question usually receives a single word or very short, factual answer. For example: “Are you thirsty?” The answer is “Yes” or “No”, “Where do you live?” The answer is generally the name of your town or your address.

Open questions elicit longer answers. They usually begin with what, why, how. An open question asks the respondent for his or her knowledge, opinion or feelings.

“Tell me” and “describe” can also be used in the same way as open questions. Here are some examples:

- What happened at the meeting?
- Why did he react that way?
- Describe the circumstances in more detail.

### Open questions are good for:

- Developing an open conversation: “What did you get up to on holiday?”
- Finding out more detail: “What else do we need to do to make this a success?”
- Finding out the other person’s opinion or issues: “What do you think about those changes?”

### Closed questions are good for:

- Testing your understanding, or the other person’s: “So, if I get this qualification, I will get a raise?”
- Concluding a discussion or making a decision: “Now we know the facts, are we all agreed this is the right course of action?”
- A misplaced closed question, on the other hand, can kill the conversation and lead to awkward silences, so are best avoided when a conversation is in full flow.

## Double-Headed or Multiple Questions

These are questions which ask more than one question at a time and should be avoided as they can lead to confusion. Whilst both elements of the question may be valid, it would be more effective to ask each one separately.

## Funnel Questions

This technique involves starting with general questions, and then homing in on a point in each answer, and asking more and more detail at each level. It's often used by detectives taking a statement from a witness:

- *“How many people were involved in the fight?”*
- *“About ten.”*
- *“Were they children or adults?”*
- *“Mostly children.”*
- *“What sort of ages were they?”*
- *“About 14 or 15.”*
- *“Were any of them wearing anything distinctive?”*
- *“Yes, several of them had red baseball caps on.”*
- *“Can you remember if there was a logo on any of the caps?”*
- *“Now you come to mention it, yes, I remember seeing a big letter N”*

Using this technique, the detective has helped the witness re-live the scene and gradually focus on a useful detail. It is unlikely he would have got this information if he's simply asked an open question such as “Are there any details you can give me about what you saw?”

**Tip:** *When using funnel questioning, start with closed questions. As you progress through the funnel, start using more open questions.*

## Funnel questions are good for:

- Finding out more detail about a specific point: “Tell me more about Option 2.”
- Gaining the interest or increasing the confidence of the person you're speaking with: “Have you used the IT Helpdesk?” “Did they solve your problem?” “What was the attitude of the person who took your call?”

## Probing Questions

Asking probing questions is another strategy for finding out more detail. Sometimes it's as simple as asking your respondent for an example, to help you understand a statement they have made. At other times, you need additional information for clarification, “When do you need this report by, and do you want to see a draft before I give you my final version?”, or to investigate whether there is proof for what has

been said, “How do you know that the new database can’t be used by the sales force?”

An effective way of probing is to use the “5 whys” method, which can help you quickly get to the root of a problem.

**Tip:** Use questions that include the word “exactly” to probe further: “What exactly do you mean by fast-track?”, “Who, exactly, wanted this report?”

### **Probing questions are good for:**

- Gaining clarification to ensure you have the whole story and that you understand it thoroughly; and
- Drawing information out of people who are trying to avoid telling you something

### **Leading Questions**

Leading questions try to lead the respondent to your way of thinking. They can do this in several ways:

- With an assumption: “How late do you think that the project will deliver?” This assumes that the project will certainly not be completed on time.
- By adding a personal appeal to agree at the end: “Lori’s very efficient, don’t you think?” or “Option 2 is better, isn’t it?”
- Phrasing the question so that the “easiest” response is “yes” (our natural tendency to prefer to say “yes” than “no” plays an important part in the phrasing of referendum questions): “Shall we all approve Option 2?” is more likely to get a positive response than “Do you want to approve option 2 or not?” A good way of doing this is to make it personal. For example, “Would you like me to go ahead with Option 2?” rather than “Shall I choose Option 2?”
- Giving people a choice between two options, both of which you would be happy with, rather than the choice of one option or not doing anything at all. Strictly speaking, the choice of “neither” is still available when you ask “Which would you prefer of A or B”, but most people will be caught up in deciding between your two preferences. Note that leading questions tend to be closed.

### **Leading questions are good for:**

- Getting the answer you want but leaving the other person feeling that they have had a choice
- Closing a sale: “If that answers all of your questions, shall we agree a price?”

**Tip:** Use leading questions with care. If you use them in a self-serving way or one that harms the interests of the other person, then they can, quite rightly, be seen as manipulative and dishonest.

### **Rhetorical Questions**

Rhetorical questions aren't really questions at all, in that they don't expect an answer. They're really just statements phrased in question form: "Isn't John's design work so creative?"

People use rhetorical questions because they are engaging for the listener - as they are drawn into agreeing ("Yes it is and I like working with such a creative colleague") - rather than feeling that they are being "told" something like "John is a very creative designer". (To which they may answer "So what?")

**Tip:** *Rhetorical questions are even more powerful if you use a string of them. "Isn't that a great display? Don't you love the way the text picks up the colours in the photographs? Doesn't it use space really well? Wouldn't you love to have a display like that for our products?"*

### **Rhetorical questions are good for:**

Engaging the listener.

### **Using Questioning Techniques**

You have probably used all of these questioning techniques before in your everyday life, at work and at home. By consciously applying the appropriate kind of questioning, you can gain the information, response or outcome that you want even more effectively.

### **Questions are a powerful way of:**

- Learning: Ask open and closed questions, and use probing questioning.
- Relationship building: People generally respond positively if you ask about what they do or enquire about their opinions. If you do this in an affirmative way "Tell me what you like best about working here", you will help to build and maintain an open dialogue.
- Managing and coaching: Here, rhetorical and leading questions are useful too. They can help get people to reflect and to commit to courses of action that you've suggested: "Wouldn't it be great to gain some further qualifications?"
- Avoiding misunderstandings: Use probing questions to seek clarification, particularly when the consequences are significant. And to make sure you avoid jumping to conclusions, the "Ladder of Inference" tool can help too.
- Diffusing a heated situation: You can calm an angry customer or colleague by using funnel questions to get them to go into more detail about their grievance. This will not only distract them from their emotions, but will often help you to identify a small practical thing that you can do, which is often enough to make them feel that they have "won" something, and no longer need to be angry.
- Persuading people: No one likes to be lectured, but asking a series of open questions will help others to embrace the reasons behind your point of view. "What do you think about bringing the sales force in for half a day to have their laptops upgraded?"





## **MHCLG – STATUTORY GUIDANCE ON OVERVIEW AND SCRUTINY HOW TO ESTABLISH A STRONG ORGANISATIONAL CULTURE FOR OVERVIEW AND SCRUTINY:**

### **a) Recognising a scrutiny's legal and democratic legitimacy**

All members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.

Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.

### **b) Identifying a clear role and focus**

Authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority (see chapter 6).



Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic. 9

While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter. Further guidance on whistleblowing can be found at:

### **c) Ensuring early and regular engagement between the executive and scrutiny**

Authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles. For example, the following roles in particular:

- The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee; and;
- The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.

### **d) Managing disagreement**

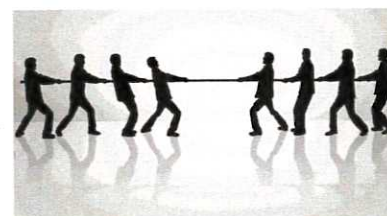
Effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an 'executive-scrutiny protocol' (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens.

Often, the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.





**e) Providing the necessary support:**

While the level of resource allocated to scrutiny is for each authority to decide for itself, when determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.

Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies.

**f) Ensuring impartial advice from officers**

Authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer.

These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.

**g) Communicating scrutiny's role and purpose to the wider authority**

The scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.

**h) Maintaining the interest of full Council in the work of the scrutiny committee**

Part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner.

Such reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

In order to maintain awareness of scrutiny at the Combined Authority and provoke dialogue and discussion of its impact, the business of scrutiny should be reported to the Combined Authority board or to the chairs of the relevant scrutiny committees of constituent and non-constituent authorities, or both. At those chairs' discretion, particular Combined Authority scrutiny outcomes, and what they might mean for each individual area, could be either discussed by scrutiny in committee or referred to full Council of the constituent authorities.

#### **i) Communicating scrutiny's role to the public**

Authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process.

#### **j) Ensuring scrutiny members are supported in having an independent mind-set**

Formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal or familial relationship with them.

Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.



Department  
for Business  
Innovation & Skills

## WHISTLEBLOWING

Guidance for Employers and  
Code of Practice

MARCH 2015

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# What is whistleblowing?

Whistleblowing is the term used when a worker passes on information concerning wrongdoing. In this guidance, we call that “making a disclosure” or “blowing the whistle”. The wrongdoing will typically (although not necessarily) be something they have witnessed at work.

To be covered by whistleblowing law, a worker who makes a disclosure must reasonably believe two things. The first is that they are acting in the public interest. This means in particular that personal grievances and complaints are not usually covered by whistleblowing law.

The second thing that a worker must reasonably believe is that the disclosure tends to show past, present or likely future wrongdoing falling into one or more of the following categories:

- criminal offences (this may include, for example, types of financial impropriety such as fraud)
- failure to comply with an obligation set out in law
- miscarriages of justice
- endangering of someone’s health and safety
- damage to the environment
- covering up wrongdoing in the above categories

Whistleblowing law is located in the Employment Rights Act 1996 (as amended by the Public Interest Disclosure Act 1998). It provides the right for a worker to take a case to an employment tribunal if they have been victimised at work or they have lost their job because they have ‘blown the whistle’.

## What are an employer’s responsibilities in regards to whistleblowing?

As an employer it is good practice to create an open, transparent and safe working environment where workers feel able to speak up. Although the law does not require employers to have a whistleblowing policy in place, the existence of a whistleblowing policy shows an employer’s commitment to listen to the concerns of workers. By having clear policies and procedures for dealing with whistleblowing, an organisation demonstrates that it welcomes information being brought to the attention of management. This is also demonstrated by the following:

**Recognising workers are valuable ears and eyes:** Workers are often the first people to witness any type of wrongdoing within an organisation. The information that workers may uncover could prevent wrongdoing, which may damage an organisation's reputation and/or performance, and could even save people from harm or death.

**Getting the right culture:** If an organisation hasn't created an open and supportive culture, the worker may not feel comfortable making a disclosure, for fear of the consequences. The two main barriers whistleblowers face are a fear of reprisal as a result of making a disclosure and that no action will be taken if they do make the decision to 'blow the whistle'. There have been a number of high profile cases, including evidence collated by the Mid-Staffordshire NHS Foundation Trust Public Inquiry<sup>1</sup>, the Freedom to Speak Up Independent Review into creating an open and honest culture in the NHS<sup>2</sup>; and the Parliamentary Commission on Banking Standards<sup>3</sup> that confirm many workers are scared of speaking up about poor practice. Making sure your staff can approach management with important concerns is the most important step in creating an open culture. Employers should demonstrate, through visible leadership at all levels of the organisation, that they welcome and encourage workers to make disclosures.

**Training and support:** An organisation should implement training, mentoring, advice and other support systems to ensure workers can easily approach a range of people in the organisation.

**Being able to respond:** It is in the organisation's best interests to deal with a whistleblowing disclosure when it is first raised by a worker. This allows the organisation to investigate promptly, ask further questions of a worker and where applicable provide feedback. A policy should help explain the benefits of making a disclosure.

**Better control:** Organisations that embrace whistleblowing as an important source of information find that managers have better information to make decisions and control risk. Whistleblowers respond more positively when they feel that they are listened to.

**Resolving the wrongdoing quickly:** There are benefits for the organisation if a worker can make a disclosure internally rather than going to a third party. This way there is an opportunity to act promptly on the information and put right whatever wrongdoing is found.

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<sup>1</sup> <http://www.midstaffspublicinquiry.com/>

<sup>2</sup> <https://freedomtospeakup.org.uk/the-report/>

<sup>3</sup> <http://www.publications.parliament.uk/pa/jt201213/jtselect/jtpcbcs/98/98.pdf>



# Communicate policy and procedure

Having a policy is a good first step to encourage workers to blow the whistle but each organisation needs to let its workers know about the policy and make sure they know how to make a disclosure. Some organisations choose to publicise their policy via their intranet or through a staff newsletter. If an organisation recognises a trade union it might develop a policy in consultation with them. It is a good idea for organisations to share the information with all staff regularly to make sure they are all reminded of the policy and procedures and to inform any newcomers. Providing training at all levels of an organisation on the effective implementation of whistleblowing arrangements will help to develop a supportive and open culture.

**How?** When someone blows the whistle an organisation should explain its procedures for making a disclosure and whether the whistleblower can expect to receive any feedback. Often a whistleblower expects to influence the action the organisation might take, or expects to make a judgement on whether an issue has been resolved – such expectations need to be managed.

**Has the issue been resolved?** It is for the organisation to be satisfied that the disclosure has been acted upon appropriately and that the issue has been resolved. There should be clear and prompt communications between the whistleblower and the organisation. It is best practice for organisations to provide feedback to whistleblowers, within the confines of their internal policies and procedures. Feedback is vital so that whistleblowers understand how their disclosure has been handled and dealt with. If a whistleblower is unhappy with the process or the outcome it will make them more likely to approach other individuals and organisations to ‘blow the whistle’, such as a “prescribed person”.

## Disclosure or grievance?

Sometimes an employee believes they are blowing the whistle when, in fact, their complaint is a personal grievance. Workers who make a disclosure under an organisation’s whistleblowing policy should believe that they are acting in the public interest. This means in particular that personal grievances and complaints are not usually covered by whistleblowing law. It is important that any policy, procedures and other communications make this clear.

An organisation may want to direct workers to the Government’s guidance for whistleblowers to verify the position that a personal grievance is not generally regarded as a protected disclosure. Workers can also contact the Advisory, Conciliation and Arbitration Service (Acas) for guidance on whistleblowing and grievances. Useful information can be found at: [www.acas.org.uk/grievances](http://www.acas.org.uk/grievances), [add link to whistleblowing page](#)

# Is there a standard whistleblowing policy?

There is no one-size-fits-all whistleblowing policy as policies will vary depending on the size and nature of the organisation. Some organisations may choose to have a standalone policy whereas others may look to implement their policy into a code of ethics or may have 'local' whistleblowing procedures relevant to their specific business units.

A large organisation may have a policy where employees can contact their immediate manager or a specific team of individuals who are trained to handle whistleblowing disclosures. Smaller organisations may not have sufficient resources to do this.

Any whistleblowing policies or procedures should be clear, simple and easily understood.

Here are some tips about what a policy should include:

- An explanation of what whistleblowing is, particularly in relation to the organisation
- A clear explanation of the organisation's procedures for handling whistleblowing, which can be communicated through training
- A commitment to training workers at all levels of the organisation in relation to whistleblowing law and the organisation's policy
- A commitment to treat all disclosures consistently and fairly
- A commitment to take all reasonable steps to maintain the confidentiality of the whistleblower where it is requested (unless required by law to break that confidentiality)
- Clarification that any so-called 'gagging clauses' in settlement agreements do not prevent workers from making disclosures in the public interest
- An idea about what feedback a whistleblower might receive
- An explanation that anonymous whistleblowers will not ordinarily be able to receive feedback and that any action taken to look into a disclosure could be limited – anonymous whistleblowers may seek feedback through a telephone appointment or by using an anonymised email address
- A commitment to emphasise in a whistleblowing policy that victimisation of a whistleblower is not acceptable. Any instances of victimisation will be taken seriously and managed appropriately
- An idea of the time frame for handling any disclosures raised
- An idea of the time frame for handling any disclosures raised
- Clarification that the whistleblower does not need to provide evidence for the employer to look into the concerns raised
- Signpost to information and advice to those thinking of blowing the whistle, for example the guidance from the Government, Acas, Public Concern at Work or Trade Unions
- Information about blowing the whistle to the relevant prescribed person(s)

## Promoting a policy and making sure it is easily accessible

It's no good having a policy in place if no one knows about it. Actively promoting a policy shows the organisation is genuinely open to hearing concerns from its staff. Managers and leaders in the organisation can also promote a policy in the way they behave at work. Conduct and written policies will help to create an open culture, which will increase the likelihood of a worker speaking up about any wrongdoing they come across.

**Written policies are not enough.** Training should be provided to all staff on the key arrangements of the policy. Additional training should be provided to those with whistleblowing responsibilities, such as managers or designated contacts, so they are able to provide guidance confidently to workers. Managers should also lead by example and ensure they are committed to creating an open culture where disclosures are welcome. It is also a good idea to include handling whistleblowing disclosures as part of discipline and grievance training for managers and staff. Training should be offered at regular points to make sure it stays fresh in managers' minds and to capture any newcomers to the organisation.

Here are some ideas about how to promote a policy:

- Hold a staff session or in larger organisations require managers to hold smaller, consistent team meetings
- Make the policy accessible on the staff intranet
- Appoint a whistleblowers' champion to drive the commitment to valuing whistleblowing and protecting whistleblowers within the organisation
- Use promotional posters around the building
- Include the policy within induction packs for newcomers
- Set the policy out in staff handbooks and contracts

## Deciding how to deal with the whistleblowing disclosure

Where a worker feels able to do so they may make a disclosure to their immediate manager who will be able to decide whether they can take forward the disclosure or whether it will require escalation. An organisation will need to equip managers with the knowledge and confidence to make these judgements. A whistleblowing policy and training can help with this.

Larger organisations may have a designated team who can be approached when workers make a disclosure. Although this may not be possible for smaller organisations, it is

considered best practice that there is at least one senior member of staff as a point of contact for individuals who wish to blow the whistle. This is particularly helpful in cases where the immediate line management relationship is damaged or where the disclosure involves the manager. Alternatively, there are commercial providers who will manage a whistleblowing process on the employer's behalf.

## Dealing with disclosures

Once a disclosure has been made it is good practice to hold a meeting with the whistleblower to gather all the information needed to understand the situation. In some cases a suitable conclusion may be reached through an initial conversation with a manager. In more serious cases there may be a need for a formal investigation. It is for the organisation to decide what the most appropriate action to take is.

It is important to note that if an investigation concludes that the disclosure was untrue it does not automatically mean that it was raised maliciously by a worker.

When dealing with disclosures, it is good practice for managers to:

- Have a facility for anonymous reporting
- Treat all disclosures made seriously and consistently
- Provide support to the worker during what can be a difficult or anxious time with access to mentoring, advice and counselling
- Reassure the whistleblower that their disclosure will not affect their position at work
- Document whether the whistleblower has requested confidentiality
- Manage the expectations of the whistleblower in terms of what action and/or feedback they can expect as well clear timescales for providing updates
- Produce a summary of the meeting for record keeping purposes and provide a copy to the whistleblower
- Allow the worker to be accompanied by a trade union representative or colleague at any meeting about the disclosure, if they wish to do so
- Provide support services after a disclosure has been made such as mediation and dispute resolution, to help rebuild trust and relationships in the workplace

It will be useful to document any decisions or action taken following the making of a disclosure by a worker.

It is also good practice for organisations to:

- Record the number of whistleblowing disclosures they receive and their nature
- Maintain records of the date and content of feedback provided to whistleblowers
- Conduct regular surveys to ascertain the satisfaction of whistleblowers.

# What happens when a worker blows the whistle to someone other than their employer?

Ideally workers will feel able to make a disclosure to their organisation. Good policies and procedures for handling whistleblowing will help encourage this. However, there may be circumstances where they feel unable to. There are other ways, some of which are set out in law, that a worker may make a disclosure without losing their rights under whistleblowing law. One option for external disclosures of this type is prescribed persons. Prescribed persons are mainly regulators and professional bodies but include other persons and bodies such as MPs. The relevant prescribed person depends on the subject matter of the disclosure, for example a disclosure about wrongdoing in a care home could be made to the Care Quality Commission.

A complete list of prescribed persons can be found [here](https://www.gov.uk/government/publications/blowing-the-whistle-list-of-prescribed-people-and-bodies--2).  
(<https://www.gov.uk/government/publications/blowing-the-whistle-list-of-prescribed-people-and-bodies--2>)

Prescribed persons have individual policies and procedures for handling concerns and complaints. Generally these will be accessible on their websites.

Alternatively, a worker might choose to approach the media with their concerns. If a worker goes to the media, they can expect in most cases to lose their whistleblowing law rights. It is only in exceptional circumstances that a worker can go to the media without losing their rights. They must reasonably believe that the information they disclose and any allegation contained in it are substantially true. They cannot be acting for personal gain. Unless the wrongdoing is exceptionally serious, if they have not already gone to their employer or a prescribed person, they must reasonably believe that their employer will subject them to “detriment” or conceal or destroy evidence if they do so. And even then, their choice to make the disclosure must be reasonable.

# What happens if a whistleblower believes they have been unfairly treated?

If a whistleblower believes that they have been unfairly treated because they have blown the whistle they may decide to take their case to an employment tribunal. The process for this would involve attempted resolution through the Advisory, Conciliation and Arbitration Service (Acas) early conciliation service.

Information can be found at: [www.acas.org.uk/conciliation](http://www.acas.org.uk/conciliation) and the Acas helpline can provide further advice.

The Acas helpline details are:

Telephone: 0300 123 1100

Textphone: 18001 030 0123 1100

Monday to Friday, 8am to 8pm

Saturday, 9am to 1pm

## Confidentiality

There may be good reasons why a worker wishes their identity to remain confidential. The law does not compel an organisation to protect the confidentiality of a whistleblower. However, it is considered best practice to maintain that confidentiality, unless required by law to disclose it. Managers dealing with whistleblowing concerns should be briefed to ensure they understand how to handle the disclosure and protect personal information.

It will help to manage the expectations of whistleblowers if the risk that some colleagues may still speculate about who has raised the concern is explained to them.

Anonymous information will be just as important for organisations to act upon. Workers should be made aware that the ability of an organisation to ask follow up questions or provide feedback will be limited if the whistleblower cannot be contacted. It may be possible to overcome these challenges by using telephone appointments or through an anonymised email address.

Workers should be made aware that making a disclosure anonymously means it can be more difficult for them to qualify for protections as a whistleblower. This is because there would be no documentary evidence linking the worker to the disclosure for the employment tribunal to consider.

# Whistleblowing Code of Practice

It is important that employers encourage whistleblowing as a way to report wrongdoing and manage risks to the organisation. Employers also need to be well equipped for handling any such concerns raised by workers. It is considered best practice for an employer to:

- Have a whistleblowing policy or appropriate written procedures in place
- Ensure the whistleblowing policy or procedures are easily accessible to all workers
- Raise awareness of the policy or procedures through all available means such as staff engagement, intranet sites, and other marketing communications
- Provide training to all workers on how disclosures should be raised and how they will be acted upon
- Provide training to managers on how to deal with disclosures
- Create an understanding that all staff at all levels of the organisation should demonstrate that they support and encourage whistleblowing
- Confirm that any clauses in settlement agreements do not prevent workers from making disclosures in the public interest
- Ensure the organisation's whistleblowing policy or procedures clearly identify who can be approached by workers that want to raise a disclosure. Organisations should ensure a range of alternative persons who a whistleblower can approach in the event a worker feels unable to approach their manager. If your organisation works with a recognised union, a representative from that union could be an appropriate contact for a worker to approach
- Create an organisational culture where workers feel safe to raise a disclosure in the knowledge that they will not face any detriment from the organisation as a result of speaking up.
- Undertake that any detriment towards an individual who raises a disclosure is not acceptable
- Make a commitment that all disclosures raised will be dealt with appropriately, consistently, fairly and professionally

- Undertake to protect the identity of the worker raising a disclosure, unless required by law to reveal it and to offer support throughout with access to mentoring, advice and counselling
- Provide feedback to the worker who raised the disclosure where possible and appropriate subject to other legal requirements. Feedback should include an indication of timings for any actions or next steps





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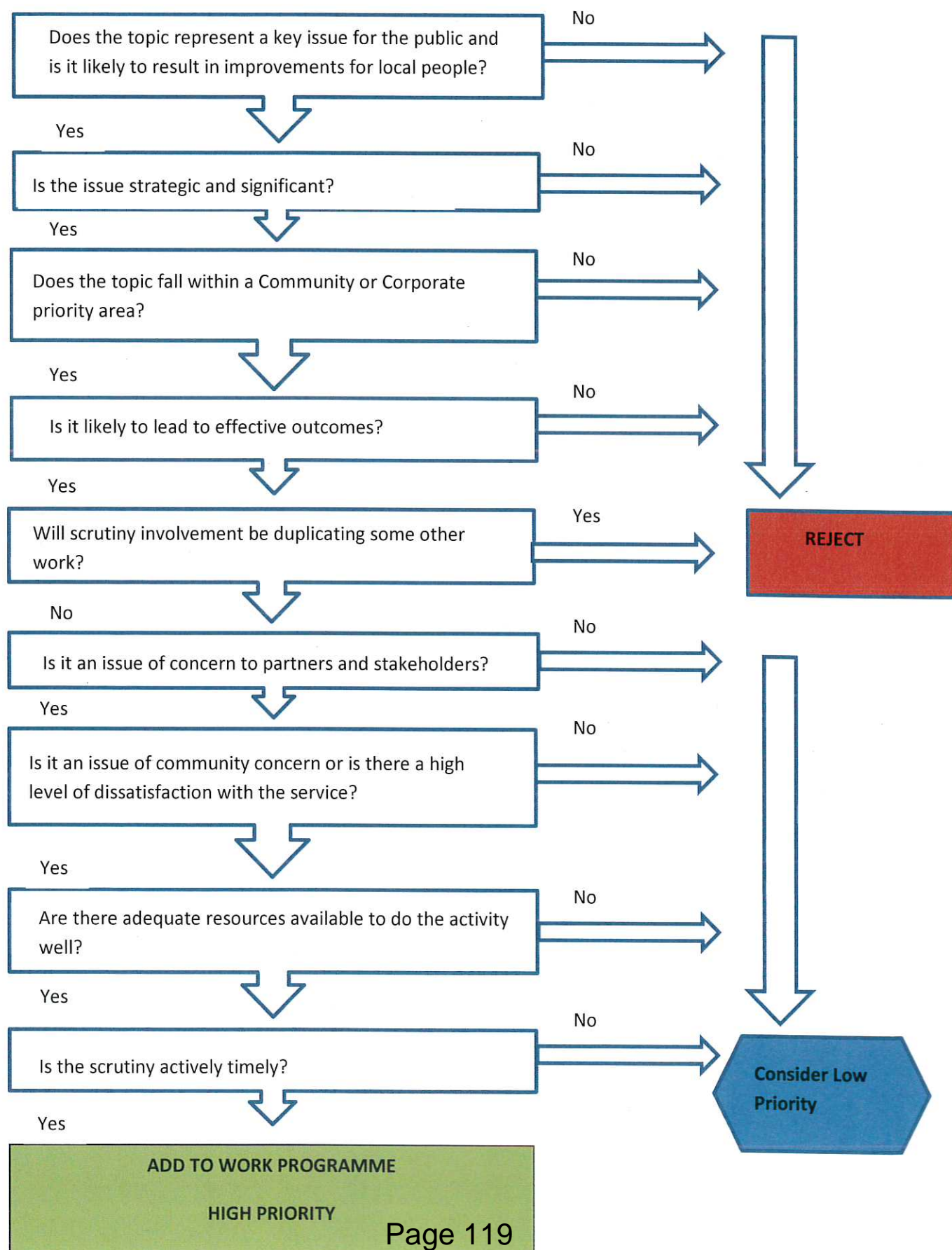
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## Work Programme Development- Overview & Scrutiny Topic Selection Flowchart





## **Family Resilience Consultation: Phase 1, Children's Centres**

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## Summary findings- the closed questions

1. Over four fifths (81%) agreed with the idea of “*investing more in services that help families earlier?*”
2. Only one fifth of people (21%) agreed with the idea of closing mobile children’s centres.
3. Two fifths of the sample (38%) agreed with the proposal to allocate funding to children’s centres in areas where there are more families on low incomes.
4. Nearly two thirds of respondents (61%) agreed with the proposal that “families who can afford it should pay a fixed charge for certain activities”.
5. Nearly three quarters (73%) agreed with the proposal that children’s centres could play a role in supporting local communities to take part in volunteering to help children and their families.
6. Nearly two thirds (61%) supported the proposal that “*children’s centres should encourage more people to volunteer to run activities and help in the children’s centres.*”
7. When asked if they would volunteer themselves, over two fifths (43%) said they would.
8. When asked to select a name for a new service from a list of three, nearly a third of respondents didn’t have a view on this. A quarter (25%) preferred *Family Centres* followed by 23% preferring *Child and Family centres*.
9. There was strong *disagreement* (86%) that “*children’s centres are an appropriate area to make savings*” and strong *agreement* (79%) that “*Savings should be made from other county council services before making any savings from children’s centres?*”
10. When asked about specific borough plans only a fifth to a third in each borough thought the right locations were chosen. Epsom and Ewell registered the highest level of agreement (39%) whereas Surrey Heath and Tandridge registered the lowest levels of agreement (17%).
11. If Surrey County Council were unable to use the current children’s centre buildings, about a third to a half of residents agreed that the council should endeavour to find a local alternative. Spelthorne recorded the highest level of agreement (53%) and Guildford the lowest level (21%).



## Summary of the qualitative responses.

Whilst many agreed that it was right to target Children's Centres at those most in need, there was concern that although a parent may not be on a low income they still have needs and require support to help them through the first years of parenting. For example, the issues mentioned most often included help for women with post-natal depression and help to alleviate isolation and the lack of local family support - which affect people from all social classes. There was also concern that deprivation indicators do not always take account of the pockets of deprivation in affluent areas.

Residents and practitioners praised the work of Children's Centres, supporting their views with personal experiences describing how the centres had helped them through difficult times. Many viewed the centres as a community asset and believed their closure would be "taking part of the community away" leaving some areas struggling to cope. People were particularly concerned about the increasing isolation that will be felt by some new parents and the mental health problems that will result.

Some respondents felt that closing centres and stopping some universal activities would undermine the principle of early intervention, with vulnerable children and families not being spotted early enough, resulting in more costly intervention further down the line.

The issue of access to the remaining services - whether that be direct access to the centres or the provision of sufficient outreach services - was mentioned by significant number of residents. It was believed that closing centres in some semi-rural areas with poor public transport could result in further isolation for vulnerable families. When commenting on the borough specific plans, some people observed that the centres selected to stay open were too geographically close together, leaving large areas without reasonable access to the service.

Some respondents reported that currently several centres are oversubscribed with queues for basic services albeit the majority of these could be described as universal services. There was a belief that closing centres could only make this situation worse.

People made various suggestions as to how to minimise some of the negative consequences of the closures.

- Increasing outreach and mobile services to reach isolated families
- Charging those who can afford to pay for services
- Encouraging more volunteering
- Pooling resources from different sectors e.g. health and council services
- Make better use of other services and buildings
- Supply more information about other services
- Keeping more centres open but reducing opening hours



## Introduction

The consultations have followed a rigorous and robust method to analysing, interpreting and synthesising large amounts of data. Specifically, a series of analytical workshops have ensured that each consultation working group has collaborated to co-design a user-centred framework and analysis process to ensure that the user's voice is reported in a clear and digestible fashion. All data in this section is directly reported from the user and should inform evidence based discussions and decision making for the future. **The Family Resilience Consultation included specific plans for each borough identifying which children's centres would stay open and which may close. The analysis will pay particular attention to the variation in response by borough.**

The report is divided into 4 sections

- Section 1: The quantitative analysis of the closed questions from Surrey Says
- Section 2: The qualitative analysis of the free text questions from Surrey Says
- Section 3: The qualitative analysis on the specific D&B plans
- Section 4: Analysis of the email responses to the consultation

### 1. The quantitative analysis of the closed questions on Surrey Says

#### Final count

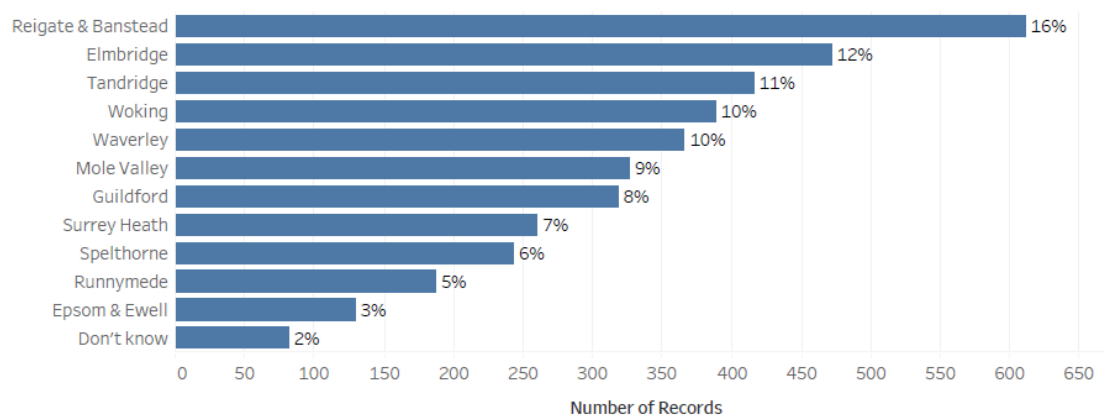
Source	Number
	Total response = <b>3797</b>
Surrey Says	Surrey Says = 3659 Easy Read paper questionnaires = 11 General population questionnaires = 127
Email responses	19

99.9% of responses were from people who live, work or study in Surrey. Of these 4% were responding on behalf of a children's centre or other organisation and many of these were also current and past users of children's centres.

## The Surrey Says Analysis – Demographics

The total number of responses was 3797. The demographics of the sample are as follows:

### D&B profile

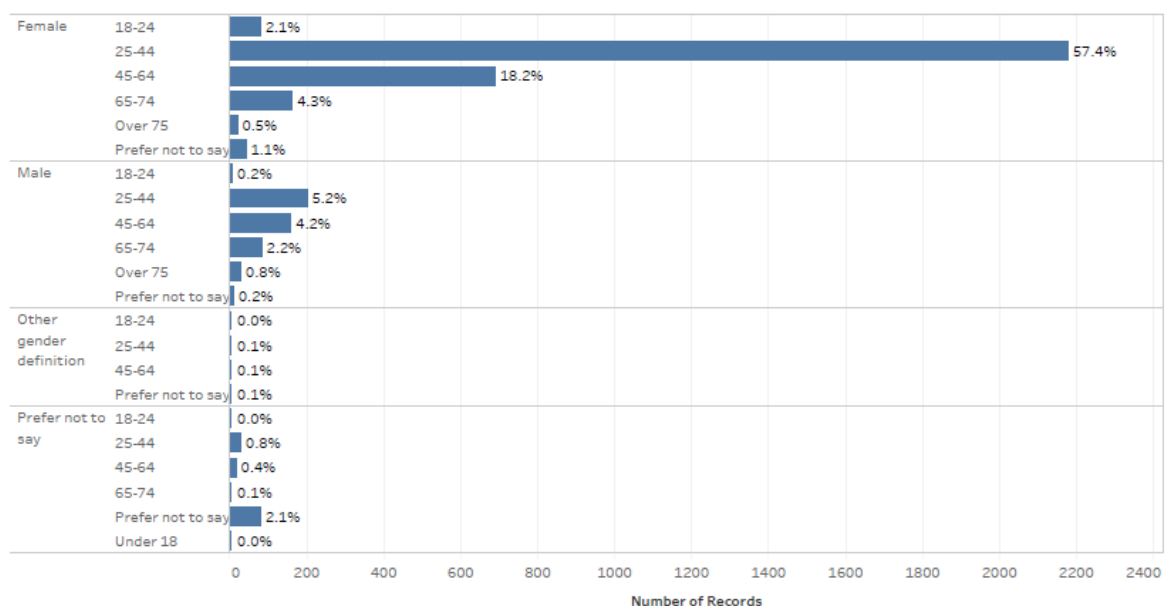


Reigate and Banstead registered the largest response with 611 respondents whereas Epsom and Ewell registered the smallest response with 129 respondents.

## Gender

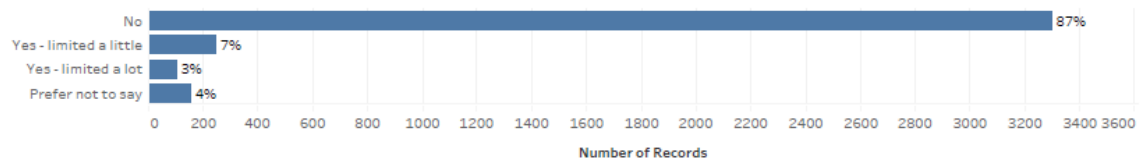
The majority of responses were from women aged 25-44 years old (2,178 – 57%)

### GENDER AGE profile



## Health problem or disability

### DISABILITY profile

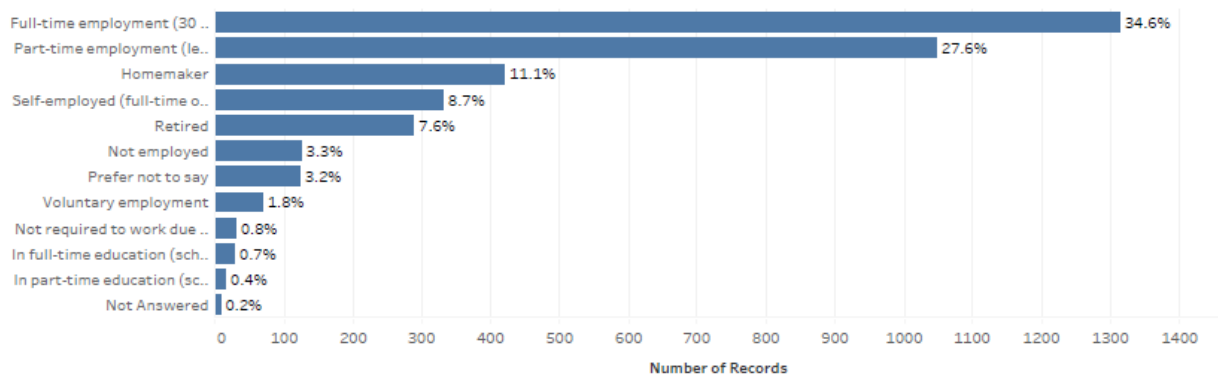


When asked if their day-to-day activities were limited because of a health problem or disability which has lasted or is expected to last 12 months, the majority (87%) reported no health problem or disability.

## Employment

A third of respondents were in full time employment and a third in part time employment. Just over 11% were homemakers.

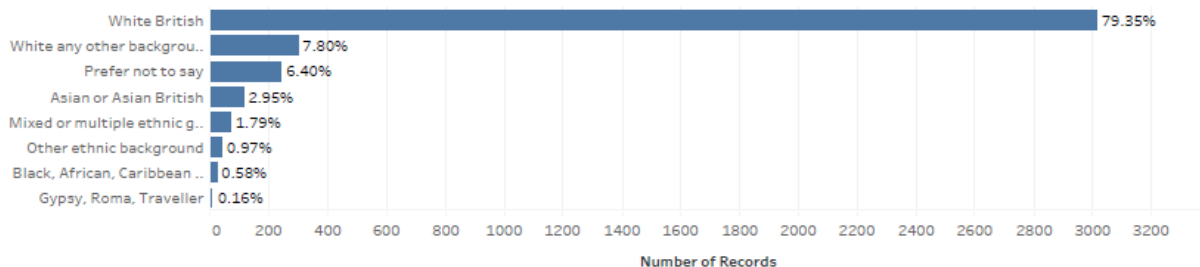
### EMPLOYMENT profile



## Ethnicity

Over 79% of respondents identified as White British. The number of BME groups in the sample under-represents their prevalence in the Surrey population.

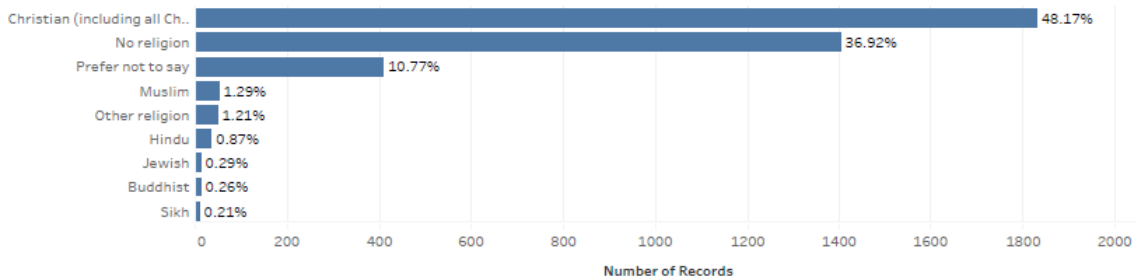
### ETHNICITY Profile



## Religion

Nearly half of the sample reported they were Christian and 37% said they had no religion.

## RELIGION Profile



## Response to specific closed questions

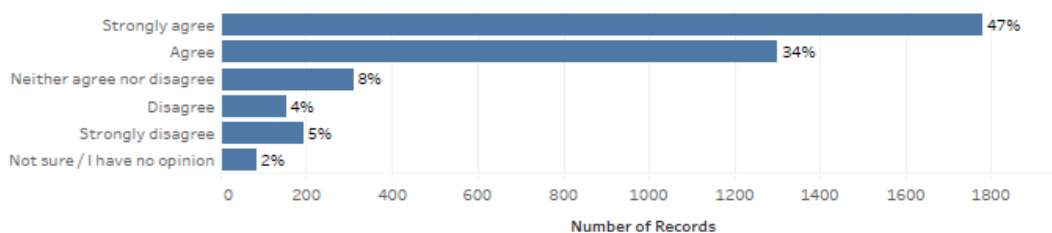
Respondents were asked a number of questions on the overall family resilience approach: targeting of resources; the use of mobile centres and charging for services and volunteering. Each of these questions were analysed by all the key demographics and over a 100 tables of analysis are available. For ease of presentation, the overall response to each question will be displayed and any significant variation by region reported in the narrative description under each chart.

### Investing earlier

Respondents were asked ***"To what extent do you agree or disagree with our aim to invest more in services that help families earlier?"***

Over 81% agreed with this idea. This level of agreement was observed across all boroughs and all demographic sub groups

#### Invest earlier

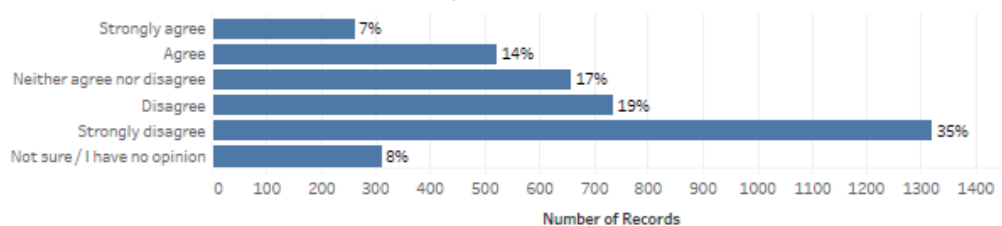


### Mobile Children's centres

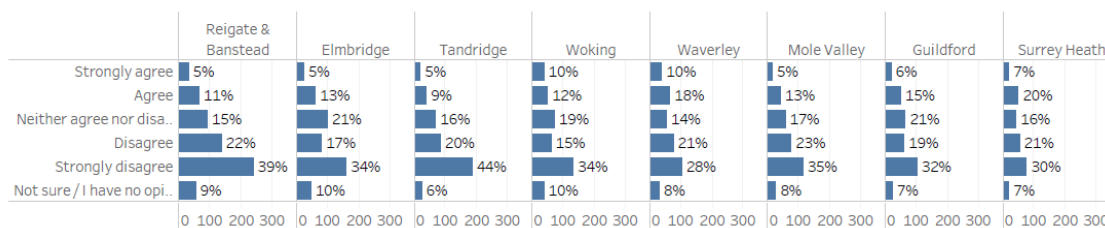
Respondents were asked ***"To what extent do you agree or disagree with Surrey County Council's proposal to withdraw the mobile children's centres from service?"***

One fifth of people agreed with this idea. Over a third *strongly disagreed* (35%). All boroughs exhibited a similar response but some, Reigate and Banstead and Tandridge exhibited noticeably higher disagreement with this proposal (39% and 44% strongly disagreed)

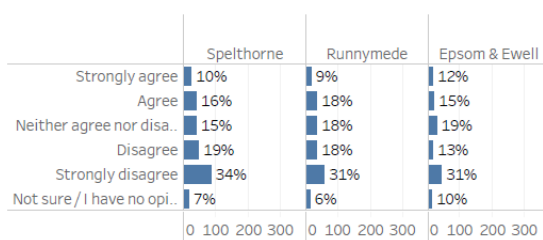
### Withdraw mobile centres - total sample



### Withdraw mobile centres



### Withdraw mobile centres

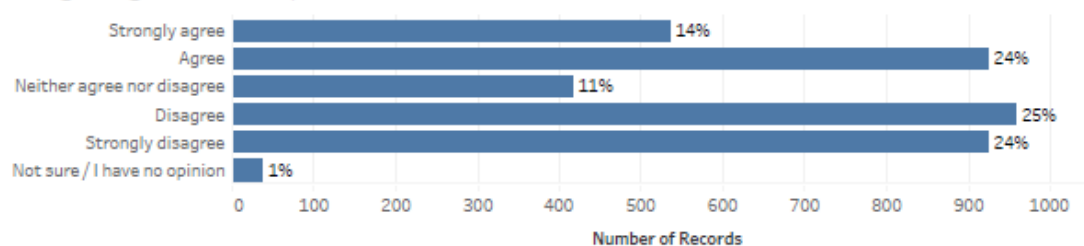


## Targeting those in need

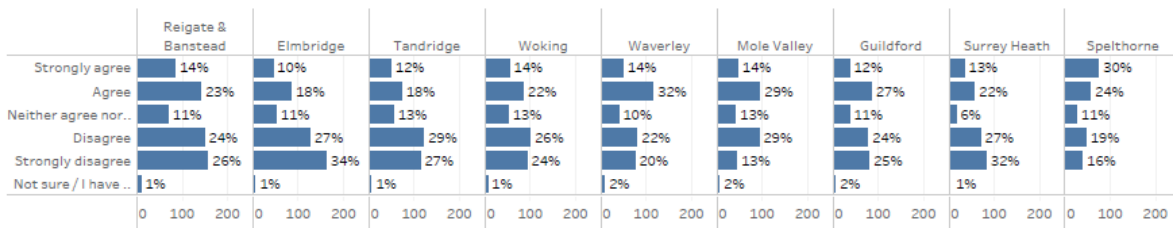
Respondents were asked ***“We are proposing to allocate funding to children’s centres in areas where there are more families on low incomes. To what extent do you agree or disagree with this approach?”***

Two fifths of the sample (38%) agreed with this proposal. This was highest in Spelthorne (54%) and lowest in Elmbridge (28%).

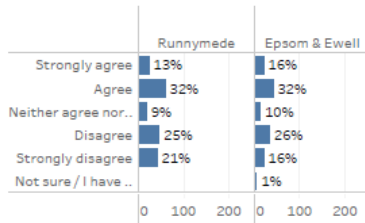
### Targeting - total sample



## Targeting by D&B



## Targeting by D&B

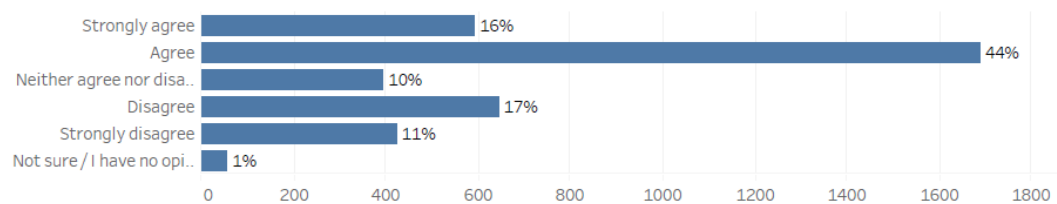


## Charging for certain activities

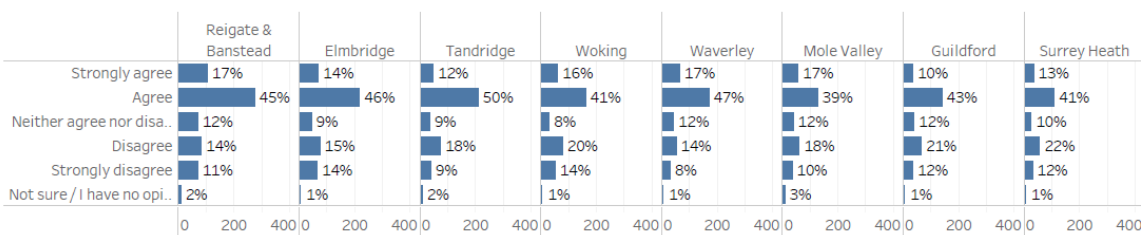
Respondents were asked ***“To what extent do you agree or disagree that families who can afford it should pay a fixed charge for certain activities?”***

Nearly two thirds of respondents (60%) agreed with this proposal. Agreement was highest in Epsom and Ewell (70%) and lowest in Guildford (53%).

## Fixed Charge - Total Sample

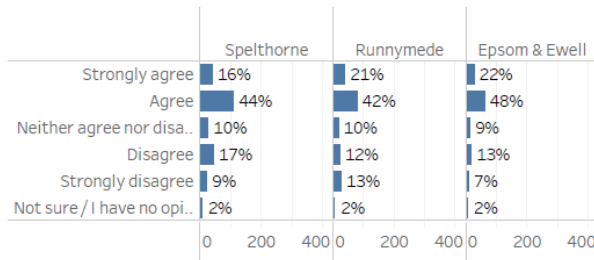


## Fixed Charge - by D&B





### Fixed Charge - by D&B

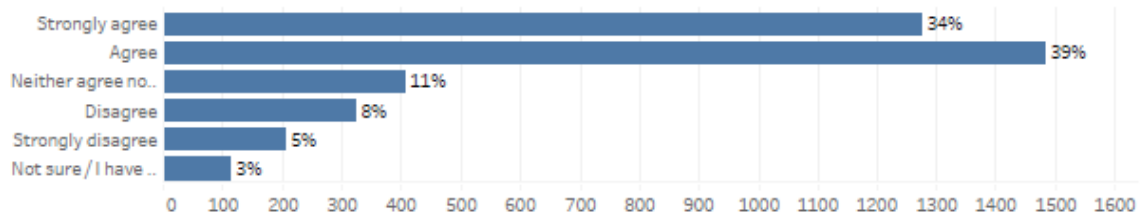


## Children's centres should support local communities

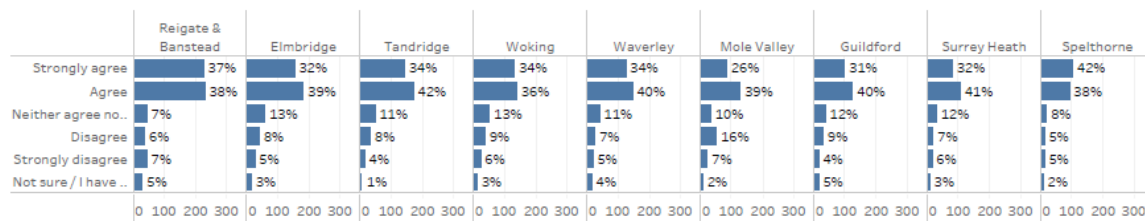
Respondents were asked ***“The county council has a vision to develop stronger communities. To what extent do you agree or disagree that children's centres could play a role in supporting local communities to take part in volunteering to help children and their families?”***

Nearly three quarters (73%) agreed with this proposal. Agreement was highest in Spelthorne (80%) and lowest in Mole Valley (65%).

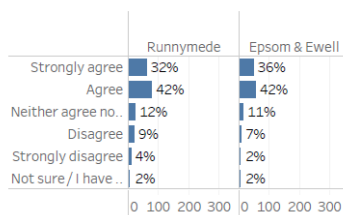
### Children's Centres to support local communities - total sample



### Children's Centres to support local communities by D&B



### Children's Centres to support local communities by D&B

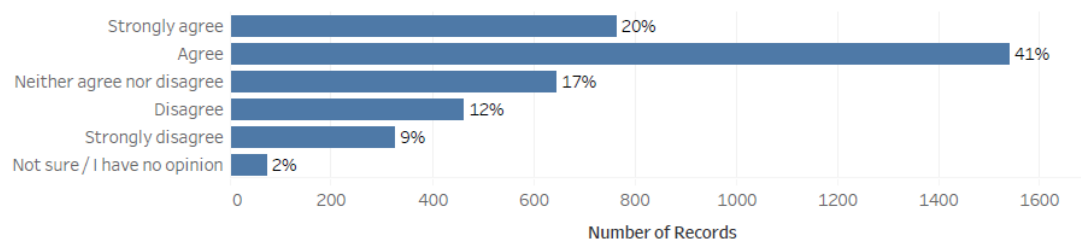


## Volunteering

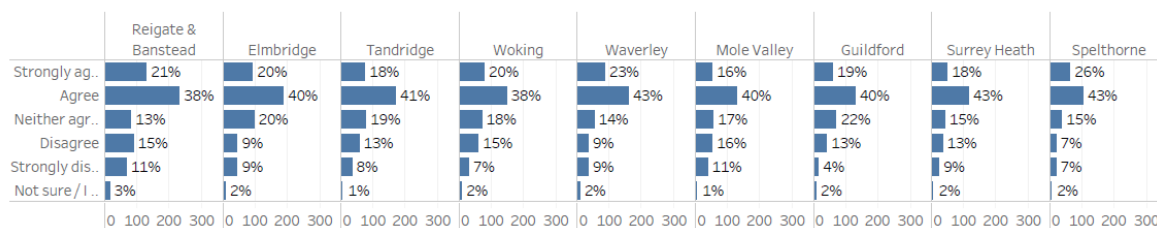
Respondents were asked to agree or disagree with the statement ***“Children’s centres should encourage more people to volunteer to run activities and help in the children’s centres.”***

Nearly two thirds (61%) supported this proposal. Spelthorne registered the largest support with 69% agreeing with this approach.

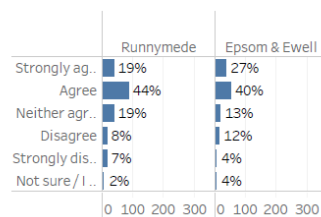
Children’s Centres should encourage more people to volunteer



Children’s Centres should encourage more people to volunteer

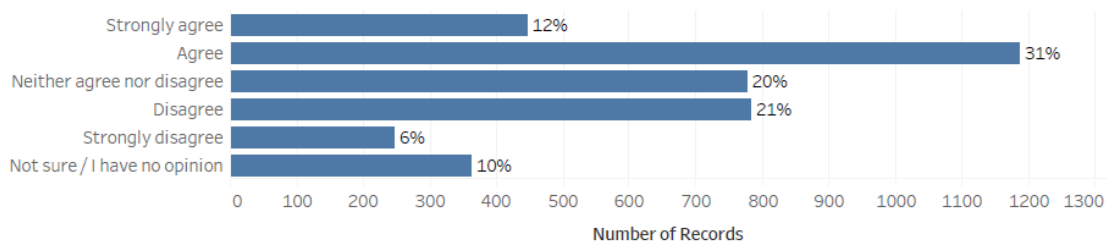


Children’s Centres should encourage more people to volunteer

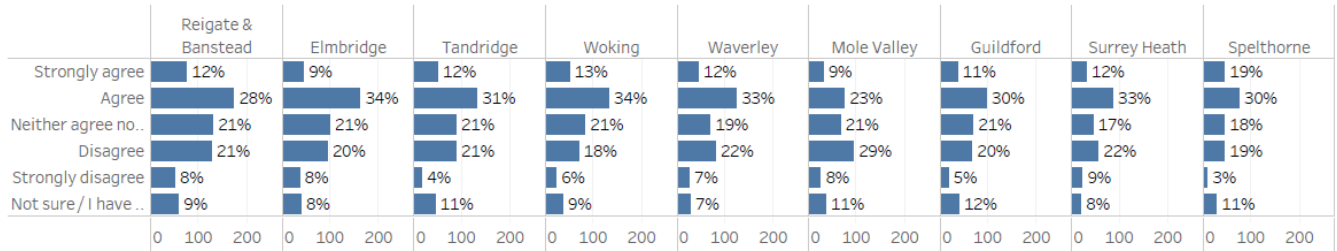


When asked if ***they would volunteer*** to help in a children’s centres nearly half (43%) said they would. This was highest in Spelthorne and Runnymede (49%) and lowest in Mole Valley (32%).

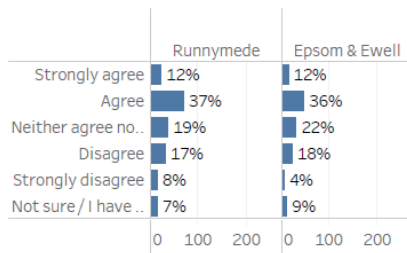
### They would volunteer - Total Sample



### They would volunteer by D&B



### They would volunteer by D&B

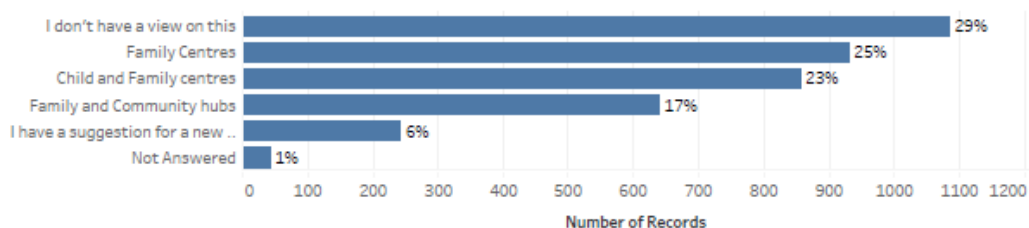


## What should we call the new service?

Respondents were asked to select a name for a new service from a list of three or suggest a new name.

Nearly a third of respondents didn't have a view on this. A quarter (25%) preferred *Family Centres* followed by 23% preferring *Child and Family centres*.

### Name of the new service - Total Sample



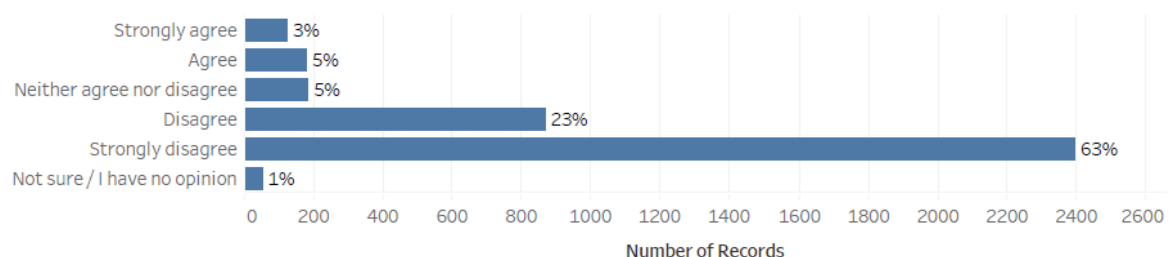
## Where should the County Council make savings?

Respondents we asked ***“To what extent do you agree or disagree that children’s centres are an appropriate area for the county council to make savings?”***

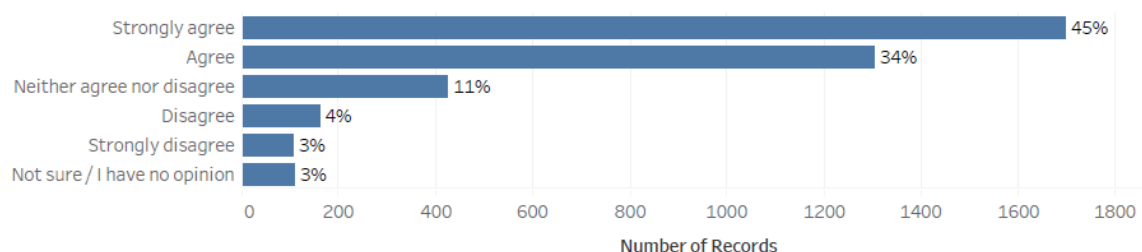
There was strong *disagreement* (86%) that children’s centres are an appropriate area to make savings and strong *agreement* (79%) that ***“Savings should be made from other county council services before making any savings from children’s centres?”***

These findings were reflected across all boroughs.

Children’s Centre’s are an appropriate area for savings - Total sample



Make savings from elsewhere - Total Sample



## District and Borough specific plans - have we chosen the right locations?

Respondents were presented with the plans for each district and borough and asked whether the right locations were chosen for the centres within their borough.

They were also given the opportunity to comment on the plans for other boroughs which a small percentage of respondents chose to do.

The question asked was as follows:

***“Given that we have to make these reductions and are committed to targeting funding at the areas of highest need; to what extent do you agree or disagree that we have chosen the right locations for these services?”***

Below is the analysis for each borough indicating the strength of agreement.

In summary, a fifth to a third in each borough thought the right locations were chosen. Epsom and Ewell registered the highest level of agreement (39%) whereas Surrey Heath and Tandridge registered the lowest level of agreement (17%).

<b>D&amp;B</b>	<b>% agreement</b>
Elmbridge	20%
Epsom & Ewell	39%
Guildford	21%
Mole Valley	18%
Reigate & Banstead	28%
Runnymede	25%
Spelthorne	27%
Surrey Heath	17%
Tandridge	17%
Waverley	26%
Woking	23%

## Find local alternatives

Respondents were asked to agree or disagree with the statement;

***“If we are unable to use the current Children’s Centre buildings we will endeavour to find a local alternative”***

In summary about a fifth to a half of residents agreed that the council should endeavour to find a local alternative. Spelthorne recorded the highest level of agreement (53%) and Guildford the lowest level of agreement (21%).

<b>D&amp;B</b>	<b>% agreement</b>
Elmbridge	36%
Epsom & Ewell	42%
Guildford	21%
Mole Valley	47%
Reigate & Banstead	28%
Runnymede	50%
Spelthorne	53%
Surrey Heath	42%
Tandridge	39%
Waverley	49%
Woking	45%

## 2. The qualitative analysis

Within the Family Resilience Consultation respondents could answer up to two free text questions in the general questionnaire and one free text question for each district and borough. The average word length per response was approximately 50 words. Each of these responses were tagged drawing on 49 possible tags. In the final analysis this was reduced to 43 as 6 tags registered less than 0.1% response. Most responses had three or four tags attached. The overall frequencies of each of the tags provided an indicator of residents' main concerns with the proposals. The tags for the two main free text questions are analysed below. Later in the questionnaire residents were asked for their views on specific district and borough plans. These have been analysed qualitatively and reported for each D&B in Section 3.

The frequency counts for all the tags:

The responses to the two main the open ended questions were tagged with the same 43 tags.

The free text questions were:

***“Do you have any comments on the new family resilience approach?”***

***“Is there anything else we should think about/ be aware of when making changes to the children’s centres? For example, do you have any ideas about how we can make sure that all children and families who need help and support get the services they need when they need them within the funding available?”***

For both questions the vast majority of respondents focussed on the proposed closure of children’s centres and the responses followed a very similar profile. For this reason the overall response to both questions has been summarised in one overall tag analysis.

The highest percentage recorded for a tag (on either question) is listed below.

<b><u>Tag descriptions for the open ended free text questions:</u></b>	<b>% of the total sample</b>	<b>Approximate number of residents</b>
DO NOT SUPPORT the proposals	26.20%	995
CCs should be available to everyone - ALL families need help	13.60%	516
How they have personally benefited from Children’s centres	13.50%	513
Plans will result in ISOLATION	12.00%	456
BIG MISTAKE -makes no sense to close CCs	11.10%	421
LOCATIONS- Remaining centres will be too far away/too expensive to get to	8.70%	330
SPECIFIC BOROUGH comments	8.70%	330
Access issues	8.10%	308
Community Benefits of Children’s Centres	7.00%	266
Better off families will lose out ; Non-poverty related issues have not been taken into account	6.60%	251
Taking part of the community away	4.60%	175
SUPPORT for the proposals (EARLY IINTERVENTION)	4.20%	159
Negative language ( Evil, Shocking, Ridiculous)	4.10%	156

The whole COMMUNITY will suffer	4.00%	152
LOCATIONS of CCs- need to rethink these	3.90%	148
Has the variation in NEED been taken into account?	3.70%	140
Contradiction between SCC Early Help vision and closing Children's centres	3.50%	133
SUGGESTION - Charge for specific services	3.20%	122
Undermines Early Intervention	3.10%	118
Positive response	3.00%	114
The most vulnerable will be affected	3.00%	114
SUGGESTION- supply more information on services provided by schools and health centres	2.90%	110
Remaining centres will be stretched	1.60%	61
SUGGESTIONS - Other	1.60%	61
We will LOSE SERVICES and specialism	1.60%	61
Creates stigma for poor people	1.10%	42
SUGGESTION - Provide outreach services/Mobile centres	1.00%	38
SUGGESTION- More volunteers	1.00%	38
SUGGESTION- Make use of other services and BUILDINGS	0.90%	34
SUGGESTION - Provide free/cheap transport to the centres	0.90%	34
There are very limited other SERVICES in the area	0.80%	30
Surrey are "Inadequate" and not up to the job	0.70%	27
Find Funding cuts from somewhere else	0.60%	23
Misleading/Leading questionnaire	0.60%	23
SUPPORT for the proposals (BOROUGH PLANS)	0.60%	23
LOCATIONS- RURAL areas will be even more isolated	0.50%	19
Would pay more tax to keep them open	0.50%	19
Military Families	0.30%	11
Where is the evidence of high need in these areas	0.30%	11
SUGGESTION- Reduce opening hours	0.30%	11
We already pay enough tax - we should keep our Children's centres open	0.10%	4

## Reading the qualitative report

The 43 tags have been grouped into themes in the sections below.

The frequency counts for each tag are followed by a qualitative description of the findings.

For ease of reading the % prevalence for each tag has been included rather than the actual number of responses. To get a sense of the actual numbers involved, the typical numbers of people for each percentage of the total sample is as follows:

%	Number
0.20%	8
0.50%	19
1%	38
3%	114
5%	190
10%	380
20%	760
30%	1140

Unless stated otherwise, all the quotes are from residents who currently make use of children's centres or have made use of children's centres in the past. *PGC of 0-4 year old* means *Parent, Grandparent or Carer of a 0-4 year old*

Within this consultation there were specific plans outlined for each D&B. Separate reports for each D&B can be found in section 3.

## The Findings

### Strengthening/Undermining communities

Tags included under this heading	%
CCs should be available to everyone - ALL families need help	13.60%
How they have personally benefited from children's centres	13.50%
Plans will result in ISOLATION	12.00%
BIG MISTAKE -makes no sense to close CCs	11.10%
Community Benefits of children's centres	7.00%
Better off families will lose out ; Non-poverty related issues have not been taken into account	6.60%
Taking part of the community away	4.60%
The whole COMMUNITY will suffer	4.00%
Contradiction between SCC Early Help vision and closing children's centres	3.50%
Undermines Early Intervention	3.10%



The most vulnerable will be affected	3.00%
Creates stigma for poor people	1.10%
Military Families	0.30%

## Positive views of children's centres.

Many residents reported a positive view of children's centres and the impact they have had on families and the community.

Some residents supported their response by describing how they had benefited from children's centres, usually during a difficult time as first time parents (13.5%). Others described what they believe to be the important opportunity children's centres bring for parents from different backgrounds to meet and support each other.

*Part of the opportunity here is to ensure that all families, including and inclusive of those in most need, have access to the facilities, otherwise this is another form of discrimination. To make strong communities, families from all income spectrums should be able to interact and make use of a service which could be a great leveller.*

### Mole Valley

*When we had our son, it was a vital resource. The Dad's Group was fantastic and meant that I had somewhere to go to speak to other new dads and let my wife have some time on her own for a while. Both things were vital when dealing with a new baby and helping my son and I to bond. In closing the centre, you would be denying parents something incredibly important.*

### Reigate & Banstead

*Children's centres are vital. As a new mum I felt very isolated and didn't have many friends in the area where I live due to spending all my weekday time in the city at work. Having a chance to visit children's centre gave me a sense of belonging and help grasp such a massive change in life as having a baby. Services should be free for everyone or there should be a fee for everyone as any different would create a further division in communities.*

### Elmbridge PGC of 0-4 year old

Respondents agreed that investing earlier is a good idea but the current plans undermine the objectives of early intervention

There was strong support for this idea of "investing more in services that help families earlier?" with over 81% agreeing (closed question), however, several respondents felt that

there was a contradiction between SCC Early Help vision and closing children's centres (3.5%) stating that closing children's centres will undermine this objective (3.1%).

*Transferring all the families to one centre in the area will not help as vulnerable families will not venture into a place they don't know with people they don't know. These families will go under the radar and issues will not be picked up until the children start school.*

Reigate & Banstead PGC of 0-4 year old

*It makes sense to keep the centres in the areas of highest need. However by reducing universal services I feel families may end up needing more specialist help in the long run.*

Woking PGC of 0-4 year old

*Please reconsider the closure of the centres proposed. They are vital to new parents and children, I will guarantee that more mums will end up hospitalised with postnatal mental health issues if these support centres go. I was one of them and yes I would have been hospitalised had it not been for the support of my local health visitors and children's centre workers. The withdrawal of this universal support will mean more strain on NHS services in the long run. I would be more than welcome to pay money for some services or volunteer.*

Waverley PGC of 0-4 year old

*There is no doubt that this reshuffle is a cut to services, I understand Surrey is over a barrel, but a group of really motivated staff are going to be needed to stop families falling through the net and being a financial drain further down the line.*

Elmbridge

## Targeting services at those who need them most

Two fifths of the sample (38%) agreed with the proposal to allocate funding to children's centres in areas where there are more families on low incomes (closed question). This response was supported with some respondents stating that children's centres should be available to everyone because all families, and particularly first time parents, need the help and the support of other mothers – no matter what their circumstances (13.6%). Some were concerned that better off families would lose out and that not enough consideration had been given to non- poverty related issues affecting all social classes e.g. mental health issues. Furthermore, some believed targeting may result in the stigmatisation of the poor (1.1%).

*Don't forget that perceived wealth doesn't equal good parenting. Don't forget that figures/statistics for a total area may not represent the smaller areas within it. Don't forget early intervention is for all. Early intervention and services provided by the children's centres have had life changing effects on families and must continue for all not just for those in deprived areas (assessed by way too simple means).*

Waverley

*Please don't assume that better off families don't need help. We are as likely to have difficulties with any aspect of parenting, from breastfeeding through to the teen years, as any other family, and there is little to no other help out there, free or paid for.*

Surrey Heath

*Having centres in all types of areas of the borough will attract a mixture of families encouraging a diverse mix of people attending. Some lonely parents are put off going if have a reputation of only be able to attend if low income. Also if working part time can have a choice of days if activities are run on different days at different centres.*

Epsom and Ewell

## Isolation and health

Whilst the benefits (health and social) of children's centres to children were clear to respondents, some believed that the role centres play in maintaining the mental health of mothers, particularly single mothers is underestimated (12%). In particular they felt that, the isolation experienced by mothers, especially new mothers can result in serious mental health problems; they felt that children's centres help to alleviate the isolation and support people through what could be a potentially difficult time. This issue and many others contributed to their overall view that closing centres would be a "serious mistake and misjudgement" (11.1%)

*The only way that you can make sure that ALL families get support and help (which let's face it we will ALL need at some point) is by NOT closing centres. They are vital to provide advice, health, activities and so much more. Distance will mean that people are far less likely to access them and therefore this will put more pressure on an already strained NHS and other services. What about disabled parents or those who do not have/cannot afford cars or public transport? You are also totally missing the point that this is how parents and children make friends - this can be a vital link for new parents, those who feel isolated and youngsters making connections.*

Guilford

*I was very thankful for the local Sure Start centre at St Piers in Lingfield. As a single mother who suffered abuse, and felt had isolated moving to a new area, the staff and parents were amazing at making us feels welcome and allowing my daughter to have positive social interactions with her peers from a young age.*

Tandridge PGC of 5-11 year old

## Community impact

Some respondents (4%) that the whole community would suffer if children's centres were to close, and that an important part of the community was being "taken away" (4.6%). There was a belief that specialist services would no longer be available; in particular, isolated vulnerable people in remote areas unable to afford public transport would suffer most (3%).

*I think the children centre play an invaluable part in the community. They need to be kept and provide the services they currently offer. New mothers irrelevant of income require this support locally. It is hugely informative, supportive and provides a place to meet at difficult emotional times. I really ask that the county council reassess what they are trying to do and find other ways to provide funding to these centres.*

Surrey Heath

*I am concerned that if you remove children's centres from some areas there will be even more strain on the local nurseries and schools as well as Children's Services. Schools cannot cope as it is and currently children's centres help to support many families at the Early Help stage or before and if this was not in place I believe referrals to the MASH would increase. By removing children's centres in some areas you will be losing the heart of some towns, support will be lost and families and schools will suffer as a result. I strongly urge you to reconsider, children's centres do make a difference and from personal experience I can vouch for the excellent service Weybridge provides.*

*Runnymede; PCG of a child aged 12-15years and a community representative*

## Geography and Access

Tags included under this heading	%
LOCATIONS- Remaining centres will be too far away/too expensive to get to	8.70%
SPECIFIC BOROUGH comments	8.70%
Access issues	8.10%
LOCATIONS of CCs- need to rethink these	3.90%
LOCATIONS- RURAL areas will be even more isolated	0.50%

When asked a closed question about specific borough plans, a fifth to a third in each borough thought the right locations were chosen. Epsom and Ewell registered the highest

level of agreement (39%) whereas Surrey Heath registered the lowest level of agreement (17%).

Access issues were highlighted in the free text responses, with people concerned that the remaining centres would be too far away for some families to walk to or too expensive to get to by public transport (8.7%). There was some mention of the semi-rural geography of some parts of Surrey and how closing centres would exacerbate the access problems (0.5%). There was a general sense that Surrey CC needed to rethink the location for many of the remaining centres (3.9%) with the observation that in some boroughs the remaining centres will be too close together leaving huge areas of the boroughs with no accessible centres. Some stated that the current and planned provision for outreach services would not be sufficient to address these access issues.

More on this issue and a discussion of the choice of the remaining centres can be found in the section 3, “*Response to the specific D&B plans*”.

*I believe that smaller hubs would be more beneficial than fewer larger ones. Services need to be embedded within local communities in order to make them accessible to those without transport - public transport with young children isn't easy!*

Mole Valley

*Part of the opportunity here is to ensure that all families, including and inclusive of those in most need, have access to the facilities, otherwise this is another form of discrimination. To make strong communities, families from all income spectrums should be able to interact and make use of a service which could be a great leveller.*

Mole Valley

*My local children's centre is Boxgrove primary school, and their play group is nearby, I can walk there, I would not like see any closures resulting in having to go to town to a children's centre or group as it would cost money that I do not have spare so would make me and my child secluded resulting in my anxiety getting worse*

Guildford

*I strongly disagree on taking the mobile children centres away as they help families that are unable to attend the centres.*

Reigate and Banstead

*Closing down so many centres will mean that the available services are too far away for some families in need to access. Also care will need to be taken in how the services are presented so that it doesn't seem that they are only for low income*

*families or those who are already known to children's services. It would be easy for people to feel excluded.*

#### Woking

### Resource constraints

Tags included under this heading	%
Remaining centres will be stretched	1.60%
We will LOSE SERVICES and specialism	1.60%
There are very limited other SERVICES in the area	0.80%
Find Funding cuts from somewhere else	0.60%
Would pay more tax to keep them open	0.50%
We already pay enough tax - we should keep our Children's centres open	0.10%

### Financial/ funding issues

When asked directly there was strong *disagreement* (86%) that “*children’s centres are an appropriate area to make savings*” and strong *agreement* (82%) that “*Savings should be made from other county council services before making any savings from children’s centres?*” These findings were developed further with discussion of tax issues. A small number of people stated that “they would pay more tax to keep them open” (0.5%), whilst a few stated that they already pay enough tax and this should be used to keep the centres open (0.1%)

*I think that supporting families and children in their early years is a vital service which the county council should provide, as it may well prevent problems from developing in the future for those families and children and so is valuable for all of society. Consequently it would be better to increase the Council tax rather than cut back on these children's services.*

#### Runnymede

*As someone who is not on low income, I would gladly pay more of a fee to use services to support a lower/free fee for those on low incomes.*

#### Spelthorne

*The funding should be cut from elsewhere... like salaries of those higher up who propose these cuts*

#### Tandridge

Remaining services will be overstretched and some existing services will be lost

Children's centres are seen as a community asset providing universal service to all sections of the community rich and poor. Many respondents report a positive experience of children's centres and wish for that experience to be available to future generations. One of the reasons given is that respondents felt there are very few, if any, similar services available to families – or at least they are not aware of them (0.8%). There was a concern that specialist services will be lost and access to universal services will be eroded (1.6%). Furthermore, they felt that many of the remaining centres will be overstretched having to absorb many more users (1.6%)

*You're overlooking the other advantages that the children's centres offer, they offered me a lot of support when I felt depressed after my first child, and I had no other support. They also run play sessions that you don't have to pre-book in weekly iterations. For many working parents who do not work a set shift pattern that I know these are the only activities they can take their children to. You just need to charge more for them to those who can afford it. £1/session is too low, charge more (e.g. £4-5) to those who can afford it and people would still come and as I said previously it's one of very few places that encourage different social classes of parents to mix. Plus they are the only providers of any kind in Surrey offering a dad's club at weekends. My husband has found these invaluable to meet other fathers. He wouldn't know any other dad's otherwise. Parenting can be very lonely for both sexes, local children's services are essential to alleviate this.*

*Reigate & Banstead*

*There are many families which need support which live in so called affluent areas - the distribution of FEET children in central Godalming would support this. It is undermining the work of highly skilled professional staff to think they can simply be replaced by volunteers. Families cannot necessarily be "turned around" with a short period of intervention. Many of our families require years of support and the withdrawal of this level of support will require more social service intervention. This will ultimately be more expensive for the County. Primary schools are already overstretched and unable to cope with the level of special educational needs and issues such as toilet training. The withdrawal of local services in the centre of Godalming will not assist such concerns.*

*Guildford*

## Innovation and suggestions

Tags included under this heading	%
SUGGESTION - Charge for specific services	3.20%
SUGGESTION- supply more information on services provided by schools and health centres	2.90%
SUGGESTION - Provide outreach services/Mobile centres	1.00%
SUGGESTION- More volunteers	1.00%
SUGGESTION- Make use of other services and BUILDINGS	0.90%
SUGGESTION - Provide free/cheap transport to the centres	0.90%
SUGGESTION- Reduce opening hours	0.30%

Respondents were encouraged to suggest ideas for how Surrey CC could make sure that all children and families requiring support can get the services they need within the funding available. Below is a sample of the responses. In the D&B reports there are more detailed responses to the specific D&B plans.

## Charging

A few people did provide some helpful suggestions as to how Surrey CC can keep more centres open or direct people to other services.

Responding to a closed question nearly two thirds of respondents (61%) agreed with the proposal that “families who can afford it should pay a fixed charge for certain activities and this was reflected in the open responses with “charging for specific services” the most commonly suggested idea (3.2%).

*I think that people could pay a donation or say £1 per visit to help keep the local centres open*

Reigate & Banstead

*Do not take away small centres which are easily accessible. Do more fundraising events. Charge for activities. ...means-tested. Families pay hundreds for a soft play...why not harness some of that esp if kept local. Do bigger one off events.*

Woking

## Supply more information about other services

The second most mentioned suggestion was that SCC supply more information on services provided by schools and health centres (2.9%).

*Probably more information on the service given when you are pregnant and possibly having a midwife appointment held at the centre so that people can see them and realise they are offering a service to help (I work within the children's education sector and often the people who need the service the most are afraid that they will be judged by the staff or at unwilling to visit and see what is on offer)*

Epsom & Ewell, PGC of 0-4 year old and practitioner



*Have staff out in the community more and make sure other health care professionals know what is available so that they can inform families*

Reigate and Banstead

*Making children's centres more accessible to vulnerable families by supplying information on services provided at schools and health centres - this will encourage those less inclined to ask for support to feel more comfortable and will also be of support to social service dept before a more serious issue arises.*

Spelthorne

## Volunteers

When asked a direct question, 75% agreed with the proposal that children's centres could play a role in supporting local communities to take part in volunteering to help children and their families. This was also suggested by a small number of people in their open ended responses (1%)

Some, however, cautioned against taking this idea too far and replacing a trained children's centre professional workforce with increasing numbers of volunteers.

*If you are going to seek volunteers, do it properly. There is a huge amount of spare parenting capacity in our area and a huge demand for it. With appropriate training and support (which requires MONEY) you could establish a mentoring approach with earlier, gentler interventions. It will not work unless the volunteers trust you not to try to do it on the cheap.*

Reigate & Banstead

*Don't make people feel worried about not being able to contribute. For activities get people to bring the stuff they need or pay towards the cost of materials. Not all families are able to contribute financially so offer different methods i.e. volunteering. More confidence and self-esteem courses and help with integrating into the community*

Mole Valley

*I believe that people should be able to volunteer if they would like to but the service should still have a core team who are qualified in the field to provide the appropriate support, expertise and training of these voluntary staff to make sure everyone is being treated appropriately and safely.*

Spelthorne

## Mobile and outreach services

When asked a direct question, the majority supported keeping mobile centres open (one fifth of people agreed with the proposal to close them) with some suggesting, that opening more mobile centres would alleviate some of the access issues described above (1%).

*Keep outreach workers and groups run for families these are valuable and provide amazing services*

Runnymede

*I feel every centre should have support outreach worker who is free to link up with the have midwife and to tell people more what these centres do. A lot of the support workers cannot get out to see the people due to added paperwork and of five duties these should be down to office staff. I think travel should be offered and to keep the outreach bus as often people cannot drive and get to these places a paid mini bus could offer this or a weekly visit from the support worker.*

Tandridge

*Yes, any of the centres that have the ability to mentor best practice for other centres should be retained. Their ability to support a broader geographical population should be resourced and augmented by elements like the mobile service.*

Elmbridge

## Provide free /cheap transport to the centres

Providing free transport to the centres was suggested by only a few respondents (0.9%)

*Availability of transport to centres. Not everyone drives and arguably those who most need help are less likely to drive. Given the location of my borough (Tandridge) people living in the more out of the way places would face an unreasonable journey to the proposed centre at Marden Lodge because of the public transport layout.*

Tandridge

*Availability of services to those families who have difficulty in accessing/ commuting to new areas - free shuttle buses?*

Spelthorne- Practitioner

## Make use of other services and buildings

There were some suggestions to make use of other buildings and community assets (0.9%)

*Children's centres could be run as outreach in other venues: churches and community centres. Mobile workers and play and learn sessions do not need their own centres- services should share spaces. Better to keep the service in an area via outreach workers using other venues.*

Runnymede

*Dealing with cuts is not easy so I understand that the service needs to adapt, but all parents need support adapting to their new role regardless of their financial income. For example, if it is not financially viable to keep a centre open then why not use other venues to offer services from. For example a church or village hall. Or a community room, such is available in Addlestone Tesco. What matters is the access to support, not where it is provided.*

Runnymede

*I believe that smaller hubs would be more beneficial than fewer larger ones. Services need to be embedded within local communities in order to make them accessible to those without transport - public transport with young children isn't easy!*

Mole Valley

*I am concerned that the number of local places for the most needy in our society may be cut. I think the five cost saving consultations should be considered in the round and prioritised accordingly. I support proposals to reduce management costs by establishing satellite centres, but not a reduction in front line staff or services- we should make the needed cuts elsewhere in areas such as library's which have a majority of users of greater means to help themselves or travel to alternatives. Preston in particular is one of the most disadvantaged areas of Surrey and should be prioritised.*

Reigate and Banstead

## Reduce opening hours

There were suggestions that more centres could be kept open if the opening hours were reduced (0.3%). This idea was revisited in response to some of the D&B plans.

*Instead of closing carte blanche do a rolling timetable for the centres. Keep them all open but on a reduced timetable, the way you have done with the libraries.*

Woking

*Keep as many children's Centres open as possible. Reduce opening to 4 days per week if you have to for budget purposes. Offer more services for older children*

*(rather than aiming at 0-5 year olds). Advertise at all local schools, primary and secondary and at health centres. Run topical events such as guidance for parents on social media and online gaming.*

Elmbridge

*Local centres spread out in Surrey are important as not all families have cars. If smaller centres are shut families would have to rely on the infrequent bus services. Maybe the smaller centres could be open for fewer hours/days to stay open.*

Elmbridge

## Perception of Surrey CC and the proposals in general

<b>Tags included under this heading</b>	<b>%</b>
DO NOT SUPPORT the proposals	26.2%
BIG MISTAKE -makes no sense to close CCs	11.10%
Negative Language ( Evil, Shocking, Ridiculous)	4.10%
Has the variation in NEED been taken into account?	3.70%
Surrey are "Inadequate" and not up to the job	0.70%
Misleading/Leading questionnaire	0.60%
Where is the evidence of high need in these areas	0.30%
Positive response	3.00%

Some questioned whether the areas identified as having higher need were correct (0.3%) or whether the variation in need had indeed been taken into account (3.7%) usually with reference to the needs of those not on a low income. Many respondents clearly stated they did not support the proposals (26.2%) and thought closing children centres “made no sense”. (11.1%)

*Closing so many centres is only going to have a negative impact. How will less centres serve more people? Only having centres in areas of high need is dangerous. It will create a divide in the community and create a stigma around the use of children's centres.*

*Issues like post-natal depression, domestic violence & SEN don't discriminate between rich & poor. Even the wealthiest parents can experience these problems so why should they be cut off from support? Why should it be harder for them in their time of need?*

*I encourage you to read the Sutton Trust STOP START report.*

Elmbridge

*Mental health, disability and family issues don't discriminate against financial status, background or where you live. Changing the centres to only help those with measurable issues that fit nicely into a box on a form will attach a stigma to those that use the service. This will further alienate those very people you are trying to help. If the centre is only seen to be for "those" families, no one will want to be seen going into it!*

*In my opinion this would be a catastrophic disaster for all families - please speak to people who will be affected by this and not just those who hold the purse strings.*

Waverley

*More funding for early years children's centres to continue the brilliant work they do. Cut back on high wages in surrey cc. Surrey are failing children now, this will only lead to more failings and children slipping through the net!*

Surrey Heath

*To only have children's centres in what is deemed more deprived areas is stupid and excluding hundreds of families. There are pockets of deprivation in all areas of villages or towns, what about people that can't drive or afford public transport. As usual this decision has been rushed to 'save money' and no consideration to families has been thought through.*

*Good luck with your next Ofsted I've a feeling you will most certainly need it!*

Waverley

*The proposal is contradicting itself. If you look at data and this is supposed to be based on deprivation. Please explain how Ashford and Shepperton are more deprived than Sunbury Cross? This is not preventative work and families will suffer. Even with satellite centres families from Sunbury won't be able to access Clarendon or Saxon most families don't drive. Kenyngton Manor Children's Centre has always been offered services to the community like the Work Club helping people back into employment. OFSTED may have said Children Services were Inadequate but I know Kenyngton Manor Children's Centre was rated GOOD.*

Spelthorne

### 3. Response to specific D&B plans

Respondents were given a brief description of the plans for their district and borough which included a list of which centres would remain open and which would close or remain as a satellite centre. For each borough the free text responses were analysed and the key issues summarised and supported by quotes from respondents.

#### 3.1 Elmbridge

**Many respondents thought children's centres were a valuable community asset and many people shared their personal testimonies of how the centres have helped them**

*With a new baby or young children, having to travel to a different town is a barrier to accessing services. Children's centres offer the informal help and advice which allows a new mum to navigate the significant shift in life. Drop in services within my local town have allowed me to ask for help before I knew I needed it and meet other local mums.*

*I can't speak highly enough how valuable I found the Weybridge children centre when I had my baby. The services provided by the team gave me a sense of belonging and helped my make other mum friends and supported my mental health.*

*My children's centre has made a massive difference to my life. I was a new mum, i had no mum friends and i felt very isolated. If it hadn't been for the centre I would not have made friends, I wouldn't have developed confidence. They supported me through a tough time. I can't thank them enough. If it wasn't for the centre I know i would be putting a strain on the NHS with postnatal depression.*

*Three Rivers is fantastic - please keep its services. Invaluable to families and communities in Molesey over a wide demographic.*

*Please don't close the Burhill centre. They are amazing and I needed it so badly we I had my baby. It's an amazing place for my baby to learn and I can't imagine what I'll do if it goes and I have another one. It's invaluable.*

**Children's centres offer the opportunity for early intervention to prevent problems getting worse**

*'Nipping in the bud' simpler issues, earlier PREVENTS abuse, poverty etc. etc. PREVENTION is AS crucial as CURE!!*

*I think this huge reduction in services directly contradicts the changes in the Elmbridge population and demographic. Increasing numbers of families are moving*

*to the area and risk being left with no access to facilities helping to develop children ready for school*

**Issues about access were mentioned by many residents. Poor public transport and unaffordable fares were cited as key barriers to access.**

*The locations would stop me attending any sessions. There is limited public transport and the cost is £6.60 -£8 for me to attend the proposed areas. I do not have access to a car. My anxiety would stop me travelling. I think Burhill should remain open then there would be cover at the top and bottom of the area that everyone could access. I use Burhill as a garden as I do not have one. I use the sensory room as my son has emerging needs. I can walk and access the friendly, supportive centre and meet friends I have made. Without the centre I would be lonely and isolated with my children.*

*Public transport in Surrey is extremely poor and costly so those most in need of support are less likely to travel. There are very few community resources in the areas affected, closing the centres will affect the whole community*

*The coverage is too sparse. I understand the need to prioritise low income families but the removal of so many centres - specifically the one in Weybridge which is already well attended and in a perfect town centre locations feels a step too far.*

*Also by closing centres and expecting people to travel you are discriminating people who don't have access to a car. Public transport is hard to navigate with a buggy and can be unreliable and expensive.*

*For families that are isolated, and that do not have access to a car the transport links are sparse and expensive. There needs to be a provision in each area for play sessions to enable children to mix with their peers and the parents to also mix with other parents to stop them becoming further isolated*

**Closing five centres and leaving two to service 11 villages was seen as insufficient for the borough.**

*I think the reduction in the number of children centres will lead to much less support being available to new parents. I personally would struggle to travel to the proposed sites to use the services as much as I wished to and as much as I needed to for my child's requirements. I think this massive reduction in sites will lead to more issues with families as the opportunity to pick up problems and provide support will be vastly reduced*

*I think cutting down from 7 children centre's to 2 will have a massive impact on the support that families will receive. Outreach workers in both existing children's centres are going to be stretched over 11 different areas which will add on to their work load and travel. I believe that because of this change, there should be more outreach jobs in order to share the work load.*

*EVERY Centre serves its own Community and is an invaluable service. To cut from 7 to 2 centres is unreal! Get BIG companies to support their local Community!*

**Some thought the remaining centres were too close together leaving the rest of the borough poorly service**

*Walton and Molesey are in close proximity, so if you were needing to shut some, surely it would be better having two centres that served different areas, so it's easily accessed by all*

*The selected locations are only 2 miles apart which would disadvantage anyone living in Claygate, Oxshott and other areas of Elmbridge as they would have long and awkward journeys to access these facilities. Isn't it possible to find 2 locations that are not on top of one another?*

*Keeping two in such small proximity seems ludicrous. Personally I don't believe any should close these are vital parts of the community. Surely small changes and charges would mean they were sustainable.*

**Some thought the needs of those not on low incomes had not been given enough consideration**

*Regardless of financial stability all the women attending had one thing in common, they needed support within their community and the centre was able to provide this, without it, many of us would have either fallen to depression or felt inadequate in our roles as new parents.*

*I think it would be selfish to take any of these centres away. It provides parents with so much knowledge, support and it's a great place to meet other parents. If I didn't have the centre in Weybridge I wouldn't have the friends I have now and I would be sitting in all week with my anxiety and depression. It doesn't matter whether or not the area is wealthy or not, there are still people in need of knowledge, friendship and support*

*I think it's a real shame to close The Dittons centre. While I understand this is an affluent area families still need support. I used the breastfeeding clinic so much when my daughter was young and would have probably given up had I not gone to them.*

*Your proposal is confusing 'need' with 'low income'. They are not the same thing. Not by a long way. I could pay for a Children's Centre service but it doesn't exist privately.*

*I agree that in Elmbridge the CC should focus their work in and on areas that most need it. The issue is that these areas are not always the most obvious and the demographic in Elmbridge is an ever changing issue. When set up the CC did*



*support the most high need areas but this has changed significantly over time. Some areas of Elmbridge appear to have minimal need but this can be deceiving.*

**More consideration should be given to the pockets of poverty in affluent areas**

*Although Elmbridge is considered a wealthy borough there are pockets of extreme poverty. These families are often hard to reach and may find travelling to support challenging and costly.*

*If centres are being closed there needs to be very good signposting to help those in the area who need support easily find where to get it. Don't assume affluent areas don't have vulnerable families.*

**There was concern that expertise could be lost and replaced by untrained volunteers**

*Before you commit to any such plan I think you need to seriously think about retaining expertise and building from it.*

*Do not close any children's centres. Do not insult the professionals who work there that their vital position could be easily filled with a raft of volunteers.*

**The resulting pressure on the remaining centres and others local services was a concern for some residents.**

*You are asking families in desperate need of help and support who usually are on limited incomes to travel great distances to access the services they desperately need. Why close Hersham? It has great pockets of under privilege children and families - you will be putting greater pressure on the local schools to assist these families.*

*By closing so many centres services to those in need and without transport will become restricted. It may also mean that the remaining centres may have to turn people away from sessions/services due to them becoming oversubscribed.*

**There were suggestions as to how to fund services and distribute the available resources.**

*Weybridge children centre has been a lifeline for me as a new parent. It also offered great courses and opportunities to meet other parents. It should not be closed but should the centre need more funding introduce payable courses etc.*

*This whole scheme should be funded by central government, if felt necessary. Far too many people are only too keen to spend other people's money on schemes of perceived high morality, as previously stated this is not what local government should be for.*

*The council should work closely with neighbouring boroughs so that people can access services closest to them regardless of council - e.g. Thames Ditton to Surbiton/Kingston, Claygate to Chessington*

*I don't think that the council should close all the centres in Elmbridge, they should instead allocate some part-time centres in order to better serve the whole community of Elmbridge.*

*I would not want to have to travel to Walton on Thames or West Molesey for children's service. I'd be quite happy to pay for services if it meant the centre in Weybridge stayed open.*

## 3.2 Epsom and Ewell

**The proposals for Epsom received support from several respondents, most of them current or past users of the remaining centres.**

*I feel this is the best way forward to have two centres*

*This seems to be a reasonable approach. These centres are near areas which are currently not the most economically and socially favoured, as evidenced in social and census data in Surrey-I They are also accessible by public transport.*

*I think keeping the two larger centres open makes sense. Epsom is very central in the borough. Both centres are close to areas where there is higher deprivation, so it makes sense.*

*The only comment or suggestion I have on this is that the Stoneleigh Children's centre covers a whole other area and is not near any of the others. Whereas the St Martins' Children's Centre is located very near the Epsom Primary Centre. I would suggest closing only one - St Martin's but keeping the other three as they cover the borough in a fairer manner*

### **Respondents expressed their support for St Martins and Meadow**

*St Martins is a popular highly used centre. The building would struggle to be used for anything else being on a school site. It is a wonderful purpose built setting. Do not lose the network - close youth centres close libraries but hands off the CC!*

*I agree that there is probably a degree of overlap between St Martin's and Pound Lane. It would be a real waste to have the room and garden at St Martin's stand empty, will it be used by the nursery, or could it be available for rent for community activities?*

*I don't think Meadow or St Martins should close. These centres are a great resource for the local community. The family days, dad's days, play and learn groups are all extremely well attended and help so many families. I know for sure that especially Meadow supports lots of families who feel isolated or who are suffering from lack of social support. They haven't got family nearby or no one to talk to for advice. English is also a second language for a lot of local families.*

**While targeting the more deprived areas was supported by many, some thought that the needs of others were not given enough consideration**

*Why only in low income areas - you can work part time and just making ends meet and still need access to activities. You could be a single parent living with parents.*

*I think is unfair to disregard the 'small amount of people living in a low income' in this part of the borough. The cost of living in this borough is high so those lone parents such as myself who are unable to access social housing because there is nothing available are struggling to survive financially which has an affect of all areas of family life. I would also say that families who are earning more money are also likely to struggle with other aspects of life such as parenting, relationship problems and mental health.*

**There were concerns that the plans could undermine the principle of early intervention**

*I feel that Epsom/ Ewell has more Low Budget families than you think some of which rely on these centres as they cannot afford £4-5 to let their child socialise elsewhere and a reduced or complete removal of services will be worse for the children's development.*

**There were, however, concerns that large areas of the borough would not have access to a remaining centres due to the distance required to travel by car or the distance and cost required to travel on a poor public transport system. There were requests to conduct a proposer feasibility study to assess these issues.**

*A large area with families, often isolated, has no access, very little public transport, the JAM's will be even more isolated!!*

*There is no easy parking at any of these centres - if you take the local provision away, people will drive for their appointments only, but not for the social groups/activities when parking is such an issue. These social groups are so important in helping the well-being of new parents, they shouldn't be under-estimated or devalued.*

*If you look at my address, XXXXXXXXXX, you'll see it's on the side of Cuddington furthest away from Meadow. You have to do a 10 minute drive as it is to get there. This would double for any of the other centres. I think if I had a second baby, I simply wouldn't bother with the weigh ins. I'd probably get my own scales and weigh my baby myself. If I was a new mum, I'd be tearing my hair out. Do a travel study? Just because I have a good household income does not preclude by baby from having a poor latch or me getting PND. I also pay huge taxes, it's not fair that I would be unable to access services.*

**There were concerns that the capacity of the remaining centres would not be sufficient. There was also a suggestion that more money should be sent on frontline outreach services with Riverview being the hub.**

*I live in Stoneleigh and the area has seen a big change in demographic in the 5yrs since I've lived here. A large number of older people have sold up and young families have replaced them. I know the area is independently wealthy on average and don't*

*disagree with focusing on areas with lower incomes but I think the volume and concentration of families in our area also needs consideration.*

*If cutting down on locations is the answer, will the opportunities to attend a session increase? At the moment some sessions held at Riverview are only once a month and then it's limited to xx spaces of which are prioritised to those who live nearest. Will this change!? The offering needs to be increased to ensure you can reach the now wider catchment area for each centre.*

*Concerned that two buildings will drain the reduced budget when I would prefer to see money spent on front line staff with Riverview being the hub. Front line staff would have a greater presence in the community using Surrey buildings to meet the needs of families in the borough.*

### 3.3 Guildford

**There was support for all the children's centres and a defence of those proposed for closure. People expressed their personal experience of using the centres. Boxgrove generated many comments and pleas to prevent its closure. To a lesser extent so did St Pauls and Ash Grange.**

*To take Boxgrove children centre and all the help support and play and learn groups away is not right Boxgrove has been a real life line to me and my family as a survivor of domestic abuse to now take this service away from me and isolate me is so wrong I am unable to travel to the other 2 children's Centres as I am on capped benefits*

*Closing Boxgrove Centre removes all help for the Bushy Hill area, which is highlighted as area of need. A lot of support is given to mothers with PND, this illness has nothing to do with income or social class. I used to take my foster children to Boxgrove Centre to and met local families. How can you have the aim to build local communities if you are shutting down where we meet? Make a charge for the service if you must but don't take away something so vital.*

*If you take out St Pauls in Tongham you will take a lifeline. Not only are you cutting a service from a community with shoddy public transport links and actually directly discriminating against the very poorest people you purport to hope to favour, but you are shutting the best children's centre in the area.*

**There were questions and concerns raised about access to the remaining centres and the poor public transport available. Some residents thought this would leave many poorer families isolated with them not receiving the early help they believed they were entitled to.**

*Don't agree with reducing the amount of smaller children centres. Some families won't be able to make the children centres that are further away and therefore may need more help than originally needed.*

*By making families travel further and offering support to less families you are completely contradicting OFSTEDs recommendation that we need better and more comprehensive early help services. Money you save from this will just end up going into more staff in frontline services as there will be an increase in referrals.*

*Surely to target the low income families they HAVE to be within PUSHCHAIR WALKING DISTANCE. Trust me, hard enough getting small child strapped into a pushchair - but attending a session a car ride away is much more challenging! Change centres to "part time" at the centres (i.e. this centre open Monday / Thursday that centre open Tuesday / Friday).*

**The plan to have two centres very close together when the rest of the borough will be so poorly served did not make sense to several respondents.**

*You are keeping the two permanent centres in locations very close to each other whilst reducing services or removing them in areas which also have large populations in need and a huge housing development which will result in much greater need. Would suggest keeping Ash as full time, one Guildford one as full time and the second Guildford as reduced services and do outreach to more rural parts of GBC*

*Both the Spinney and Guildford CC are within a mile of each other yet the span of Guildford Borough is huge. Parents living in the Park Barn / Bellfield's area will be able to access 2 centres within walking distance and yet the rest of the Borough will need transport to get to a centre. That is absurd when you could have just one of them operating in Guildford then 1 in Boxgrove and 1 in Ash/ Tongham area to ensure all families have a fairer chance of accessing support. They could run on the less money than the Spinney but by doing this the LA would be supporting more families across the borough.*

Closure of the Boxgrove CC will mean many local families will receive no services whatsoever. The nearest CC will be miles away and will involve long journeys on snarled roads to get there - which will be a huge disincentive. Likewise with Ash Grange.

**There were suggestions to make Boxgrove a satellite centre. If it were to close, more investment in public transport will be required. Furthermore, charging for services and encouraging more volunteer help were seen as part of the solution.**

*I feel that Boxgrove should be a satellite centre as there are a reasonably high number of families in Council housing in Boxgrove who will rely on services. The bus service from Boxgrove and Bellfield's areas into town has been reduced so it isn't that easy to travel by bus from Boxgrove to Hazel Avenue. If you close Boxgrove then you need to invest in subsidising the relevant bus services to increase their frequency and enable easier travel between Boxgrove and Bellfield's by public transport.*

### 3.4 Mole Valley

**Support was expressed for the existing centres and the value they bring to the community, particularly for the Dorking centre. Many objected to the proposed closure of the centre in Leatherhead.**

*It should be absolutely be managed by Dorking Nursery School and Children's Centre. The leadership and stewardship there is outstanding.*

*I think that is a logical place to site the new centre*

*It is scandalous to pull out of Leatherhead - we are losing services to Dorking all the time (Police Station, Library downgraded) yet we are just as entitled to quality local services*

*People need to make their town a community and you only do that by making friends and being part of something. If families needed to travel to other areas it could still feel isolating once back home. I feel there should be one in every town in Surrey. They do so much good for everyone. Young to old.*

*The closure of the Leatherhead site will be a disaster for struggling families in this area. This site is used by more people than the Dorking sites, despite the 'need' being greater in Dorking.*

*Leatherhead Children's Centre has been invaluable to me and my family since we moved home from Dubai last December - from drop in weigh clinics to play and learn, little treasures and sing and sign classes we have loved the support and meeting new people. It is very sad this centre is slated for closure - it is an amazing place that helps lots of people.*

*Don't reduce services from the successful, popular, oversubscribed West Dorking site.  
The team here is brilliant.*

*The Leatherhead children's Centre offers great opportunities for children and families and serves a wide community. Its closure would be a big loss. It doesn't matter if there are few low - income families in the area; the children's centre still represents the only place where it's possible to seek advice from professionals and other mums and where the "resilient community" you seek to achieve is actually built.*

**Respondents expressed that those who are not on a low income also need help**

*I believe reducing the local children's centres to only Dorking would put a significant strain on new families and parents already struggling in the leatherhead area, income should not be a reason to reduce this critical facility on which all new mums, financially stable or not so rely on the early years of raising their children,, just because a family has income does not make their need for free access to this service less important.*



*There is an assumption that if you do not have a low income or are out of work that you do not have any problems with child rearing. Is this true and how is this proved? Obesity appears to affect a range of children.*

*Just because a service provider has done a good job doesn't mean they can continue to do the same on less money - they can't - services will suffer with 35% or 53% cuts as proposed.*

*Just because a service provider has done a good job doesn't mean they can continue to do the same on less money - they can't - services will suffer with 35% or 53% cuts as proposed.*

**Some respondents believed the proposals undermine the objectives of early intervention; feeling that vulnerable families will slip through the net, resulting in greater social problems later on.**

*Why are families on a low income targeted? All families struggle at some point, a parent with young children should have the opportunity to attend a children centre where there are known trusted professionals who can recognise anxiety/depression/ domestic violence and intervene before the situation escalates. Early intervention will cost less in the long term.*

*Social problems will arise from the lack of early intervention and social cohesion will be affected if centre's stay and play services are not open to all*

*Just having one main site in Dorking means staff will have to cover a huge geographical area across Mole Valley. Public transport links are also not very frequent or reliable in what is a largely rural borough and this means that many families won't be able to access what services are available if they only have the choice of attending one site. With a cut in funding and a smaller team of staff I fear it will increase the number of vulnerable families who simply will slip under the net.*

**Some questioned the purpose of the proposals and the evidence underpinning these decisions**

*Closing the centres is simply a cost saving exercise because of reduced Government funding rather than managing the services to provide them to those whom you say need it most.*

*Effectively you are closing the service in the entire north of Mole Valley and targeting it on Holmwood. This is bizarre and no evidence is offered to support this proposal. A satellite in the north of the district is surely needed too?*

*The difference in need between Leatherhead North and Dorking (Goodwyns) is marginal, and this does not warrant losing the Leatherhead site. This site serves the entire North of the District, and if you look at the map it is quite a large district! Leatherhead North is nearly equally deprived than Goodwyns on a number of areas, some less and some more, but this simplistic formula you have used is not good enough here. We need a main centre for the North and for the South. This warrants keeping the two main centres in Leatherhead and Dorking open. The community will absolutely come together to protect Leatherhead Trinity Children's Centre.*

**The majority of the concerns around proposals focussed on access - how far people had to travel and how much it would cost. There was a belief that poorer families would be hit hardest.**

*There needs to be a designated building in Leatherhead for local families to access, families will not travel to Dorking.*

*Dorking is out of reach for a lot of families, although it is possible to get public transport this comes at a cost that some people do not have. Also closing the leatherhead site who serves 2500 families and expect those families to then travel to a site which is "bursting at the seams" already with 1500 families is ridiculous.*

*I strongly disagree with the closure of the Leatherhead children's centre. It is such a fantastic facility, in a good, accessible location, as well as being close to a more deprived area. The range of groups and toys there is such a great resource, and though I usually pay £1 or £1.50 to attend some of these, I'm sure people would be willing to pay more. I have been able to bring 2 children to the centre over the years, and the party and learn group up to age 7 is really good, and helpful in school holidays.*

*There is no public transport to get to North Holmwood, so anyone with mobility issues or financial difficulties will not have access to it. Having this as the main centre site is a huge risk for this reason.*

*To cover the whole of Mole Valley by a smaller team located within the current Dorking Children Centre is far too much of a geographical area to cover. There needs to be a base in Leatherhead to cover Bookham/ Ashted/ Fetcham/ Effingham. There is no direct bus to Dorking, the train station is a long walk away and the parking is limited. It will just see the (reduced) staffing over worked with too many caseloads and therefore waiting lists for the support will be too long and almost worthless. Unfair to staff and families. It will create the same problem that social care are currently facing, understaffed, too many families.*

**There was a concern that the remaining centres will be oversubscribed - which they felt will affect the quality and availability of existing services.**

*Trinity is a busy and well utilised centre, moving services to Dorking will overload the services and the right support will not be given. Groups and classes at Trinity bring so many people together, this will also disappear & go against the idea of making the community better. Everyone will not fit into 1 centre - where will we go then?*

*Consolidating the centres will mean that the play and learn sessions are oversubscribed, because they already are. Need to put on an increased number of play and learn sessions to stop them being full.*

*Your plans to double Dorking's capacity, more than halve its funding and force Leatherhead parents to travel further is absolutely ludicrous*

**There were suggestions as to how to redesign services**

*There has to be some support for families who live in the villages. Some may not have their own transport or unable to afford public transport - that is if there is any*

*available!*

*Some sort of 'mobile' support should be available.*

*I don't understand decision to shut Services' in lhead my understanding was this was a population with higher deprivation etc is it not possible to run both sites (but with less frequently if resources tight?*

*I would propose to keep Leatherhead running and shut Goodwyns road. Due to the far larger amount of low income families that are helped at leatherhead and the bad welcome Goodwyns road will give you if you are a low income family. Or change the staff!*

*I think the Leatherhead Trinity centre is too important for local people to be removed and the building is appropriate to meet family needs. I think you can reconsider to extend all the services all under one roof at Leatherhead. For example to run over the weekend and run courses to bring in an income to support funding the Monday-Friday service.*

### 3.5 Reigate and Banstead

There was support for all the centres in Reigate and Banstead with residents expressing their personal experiences.

*Just pleased to see Merstham Red Oak will be staying open as it's brilliant*

*I think Stepping Stones needs to remain open. It is attached to such a large school and is able to have an impact on thousands of families. It is a purpose built, family friendly venue and benefits the community well. It is close to Redhill so is still be accessible for families living in the town centre.*

*The Red Oak is essential as Merstham is quite cut off and out of the way. The families rely on it and they do fantastic work.*

*My local centre is Steppingstones Sure Start Children's Centre in Redhill. It is located in a residential area alongside many nurseries and a local school. I used this centre frequently after the birth of my son, and I genuinely don't think I could have faced travelling further afield. I had a traumatic labour (as I'm sure many do!) and was suffering physically and mentally for months, and getting out of the house at all was a struggle.*

*I believe that all the centres are needed. Earlswood makes a difference especially for children with special needs who are always welcome*

*Earlswood steppingstone centre offers an amazing community hub for a highly condensed area dominated by families.*

*Anyone who has used the services in Dover's Green, Stepping Stones and Red Oak will testify that one centre cannot replace the services that these three provide. There already used to be queues at the weekly baby weigh-ins and, since these weigh-ins have been reduced to fortnightly those queues have gotten longer and frankly make the service unusable with a new, fretful baby. Removing three centres will be unsustainable and vulnerable new families will suffer. There will no longer be a centre in walking distance for those living in the Redhill and Reigate areas - I'm not sure how it can be said that those on low incomes are a priority when only those with cars can attend.*

*Epsom downs children's centre are so supportive to the families in the area would be such a loose to the community*

*The YMCA Centre in Banstead is an invaluable asset to local mums. It is busy on most days of the week, providing a popular Preschool as well. It would be a huge shame if it closed - Epsom Downs is not as easy to access by bus for mums who don't drive.*

*The difference Dovers Green has made to my life and those of my friends are immeasurable. None of us count as low income but it has made a significant difference to my children's welfare.*

**Respondents stated that the centres were important and a good environment to mix with different groups**

*Removing opportunities for families from mixed socio-economic backgrounds would have a detrimental effect on all children affected.*

*I don't understand why these services have to be reduced when they provide such a valuable resource for their communities.*

**The role centres play in reducing social isolation amongst mothers was mentioned by several residents.**

*Devastated to hear Earlswood Surestart may close. As a mum of young children this centre kept me sane. It can be so easy to become lonely and isolated as a mum and having somewhere on your doorstep to go for company is vital. What a shame the council can't see that savings made by closing centre will end up costing more by the effects it has on the local mums.*

**There was concern that the remaining centres would be overstretched.**

*Four centres are simply not enough. The Stepping Stones centre in Earlswood is a hugely valuable and much needed resource for local families. The need should be met locally.*

*I believe that too much support is being removed, especially from the Horley Area. Horley currently has the use of two Children's Centres, depending on where you live. To change that to one proposed location is not enough. Already things have changed within the centres, and they offer less activities/opportunities for families. And with all the new build houses, how can possibly one be enough?*

*Epsom Downs is essential- so many deprived families in this area have no transport and it is essential that the local school remains the one stop shop. I am concerned that cuts in staffing and a widening of their catchment area will limit their effectiveness.*

*Obviously it is very disappointing that some centres are planned for closure and it is obvious that those who will no longer be receiving SCC services will only be 'available for families' for services not funded by SCC and just for community groups relying on volunteers - this obviously means they are unlikely to be run by professionally qualified people unless they are able to give their time for free and I still feel it is very unfair to expect that from people who usually need to earn money to survive. Areas such as Woodhatch, where the Dovers Green Centre is, is also an*

*area of high deprivation and not everyone will be able to travel to Horley, Redhill or Merstham to obtain the services they need. I do feel R&B are probably luckier than some areas of Surrey though.*

**The issue of access and transport links was raised with people believing this would result in vulnerable mothers not being able to use the service.**

*The centres you are keeping do seem to be the best ones in terms of access with public transport. However it seems a shame that so many have to go. I agree they could be better used than maybe they are at the moment but that should mean investment not cuts.*

*The Windmill at Smallfield serves a rural community who struggle to get to Horley.*

*Removing Earlswood seems to leave no provision for Whitebushes residents  
There is no free parking in Redhill for those parents who drive and Welcare is a fair walk with young children from the train/bus station.*

*Banstead children's centre is amidst a hub of parents and schools and is accessed easily by lots of areas. The majority of the other proposed remaining open locations are on the outside of the m25 with tricky transport links for those parents without cars. Banstead has excellent transport links and should remain open*

*I simply would not have accessed as much support if it was not for having stepping stones within walking distance. I feel this is true of others who would simply not access support if they have the added barrier of distance, time and money to access.*

**While people agreed that targeting resources at those in need is a good idea some thought the needs of others had not been taken into account**

*Whilst I appreciate you have to offer services to the most in need/on a low income. These changes are detrimental to anyone in the "squeezed middle" bracket - I think the new proposal will isolate this bracket (people not on benefits but without money to spare) and prevent them from accessing services easily or freely. Such a shame as mental healthiness doesn't differentiate between incomes and without the centres locally and easily accessible to all then I believe this will have a negative impact on lots of Mums who need the support for breastfeeding, play clubs, etc.....*

*I believe that keeping only the children centres in areas which are more deprived based on financial means is a big mistake. Having more money does not mean that you are less likely to be depressed, isolated etc. Which is an area children centres offer a lot of help.*

**There was a belief by some that the proposals undermine the objectives of early intervention and felt this will result in vulnerable families slipping through the net**

*There has been a Stepping Stones group for children with SEN running at Earleswood for several years. This has provided advice, tea, tissues and support for parents from a huge area. It has kept several families out of social care, just by providing a weekly opportunity to share emotions, problems and to gather info for parents and staff. Resilient families don't just happen and a child with SEN doesn't become a child without SEN after 6 weeks intensive support. These groups are invaluable to parents - this is what builds resilience and what the concept of children's Centres should be about.*

*Yes I believe all of the Children's Centres should remain open and to close them is a false economy. Children's mental health is in crisis, Camhs had to close to new referrals as they couldn't meet demand, Children's Services have failed again.....everything points to early intervention and being accessible to all.....Children's Centres are the best way to deliver universal services.*

*Closing children's centre will be detrimental to the resilience of local families. This seems to directly contradict the aims of the proposal.*

*There are huge number of families in Reigate and Horley who will not be able to access support. East Surrey Hospital has 7000 new babies born every year. They are not able to provide support in community past 10 days. Where do all these women go? Some women cannot drive for 6 weeks to access support/weigh babies, get help with feeding - all the services provided locally currently. There will be more families with more issues needing more help down the line.*

**Some people questioned the overall plans and the data that has informed the decision to close certain centres**

*There is confusion as Smallfield comes under the Tandridge borough council and Smallfield is written as a village under the Tandridge page yet the Windmill Children's centre (In Smallfield) is shown on the Reigate and Banstead page although Smallfield does not show as an area covered! This is not well explained how a children's centre in Smallfield cannot seem to be covering Smallfield in this paperwork!*

*Closing these centres would appear to be contradictory to the 'vision' and other ambitions espoused in the early part of the Council's statement of its strategy. The buildings that 'may be available for other services to be offered for local families', but are more likely to be sold off to private use in the end, are unlikely to be better used to benefit local families than they are now.*

*Am keen to see the rational document that selected 5 out of the 8 centres for closure, there must have been bona fide reasons that 5 out of 8 were selected from the Reigate and Banstead Borough and why these specific 5 were chosen. There is nothing in the Family Resilience document suggesting same and it would I feel be in the public interest to publish this document. I have reservations that 62% closure rate is based entirely on matters de facto and would suggest there to be elements of subjectivity and opinion leading to these closures.*

*They will suffer greatly. The proposals have not been logically thought through and those in offices have no idea how the staff on the frontline work and the actual positive impact it has. Data and statistics only tell you a snippet of information.*

**Compared to the responses from other boroughs there were fewer suggestions for redesigning the services**

*It is also important that services are provided at an appropriate time (for example drop ins for weigh INS), especially if people have to travel further to access these services.*

*Reductions to other services should come first, perhaps the unnecessary road works when it's time to use the budgets up?*

*I think you should look at commercialising the centres instead of closing them. Commercial ventures such as the nest in Merstham show that these centres could make money, that money can then be used to subsidise activities for those that can't afford then*



### 3.6 Runnymede

**Support was expressed for many of the centres in Runnymede and respondents shared their personal experiences of the impact children's centres have had on their lives.**

*There are not many places in my area where you can go and ask advice without waiting for answers and for your child to build their social skills these centres provide these things and they are amazing and make mums feel so much better and less stressed over things.*

*This proposal is discriminatory against middle income families who also experience challenges with parenting and need the support of sure start centres. I have accessed the New Haw sure start centre on numerous occasions and have found the help and support there invaluable. I work hard, I have small children and I need support too. Through this local centre I have met other local mums who have become friends and a local support network. I do not have family nearby and this has been very important for me. Parenting is hard work and we also need local support.*

*I do not have a car, have no friends or family in Surrey (I relocated from Birmingham to live with my husband) and the Chertsey children's centre has been a lifesaver. I suffer extreme anxiety and without this children's centre I would have become a complete recluse, and my son would have no interaction with others. With the closure of children's centres, people like myself with no transport or support network will really suffer, and even worse, so will our children.*

#### **There were concerns about capacity issues**

*Sayer court is a great children centre with a great team however it's not big enough to take on more family some days they have to turn people away as they are at max numbers! - If anything there should be more money going into this so they can offer there service to more family!*

*Two centres for this large area is simply not enough and those people who aren't thought of as in immediate need will stop going as centres will be too busy or, I know I would, start to feel like a burden. The support my current centre gives me is unmeasurable, even though I am 'low need'*

*Centres need to stay local. Every time I visit my local centre (Poplars) it is FULL! Travelling with young kids is not easy especially for those in most need. Widening the catchment will not necessarily increase usage.*

#### **Loss of key professionals in the borough was a concern for some.**

*I'm concerned that people in some parts of Addlestone and New Haw will struggle to access services. I don't have a problem with Sayes Court relocating as such but it would be a massive loss if staff lost their jobs, they are so skilled and enthusiastic.*

### **Issues around access to the remaining centres were mentioned many times.**

*Have you considered how families that have no access to a car will now be able to attend session at the other locations!? Living in New Haw I could walk to the Poplars and could possible walk to Sayes Court or Byfleet, all set to close. I have said it already but this is honestly disgraceful that in 2018 we are removing such vital services.*

*Haven would be too far for me from Addlestone.*

*Sayers court should stay as it's well-located and there are a lot of families who use this service who won't be able to travel*

*Sayes Court was always busy and welcoming and friendly before the manager changed. Poplar was further for me, but a favourite because of the staff. Chertsey was good too, but a little out the way. I think the proposed changes are a mistake as Addlestone is considered an area at risk, yet the nearest centre will be near Staines. Most families in need do not have transport and would be unable to get support so far from Addlestone.*

*I think it would be a shame to reduce the services so much. Public transport is not great and takes a long time in the area (buses etc) I think closing the centres will ostracise families from what is a very useful service*

*One of the big changes is that where families now only have a satellite or no children's centre they will be affected, especially if they don't have car or good public transport; one of the aims of a Children's Centre is for families to walk to their nearest centre.*

### **Some people were relieved that some centres would remain open**

*Happy that there will be some remaining. I live in Ottershaw so have always had to travel to one of the centres anyway*

### **The effects of the loss of certain services locally was mentioned by a few residents**

*I feel very strongly that sessions aimed at parents of young babies, for example breastfeeding support should be available locally, for everyone. Taking away this support or making it more difficult for people to attend by moving it further away would drastically decrease breastfeeding rates.*

*I would be extremely unhappy if the Sure Start centre at The Poplars, New Haw were to be closed as my husband and I currently use this centre because we look after our grandchildren in the week and the centre provides different activities, toys and children of similar ages for them to play with. We cannot provide this by ourselves.*

*Poplars is needed for way more people than just 'those in need at the early stages' or those on low income. They have to turn people away for rhyme time on a Tuesday and anywhere else would not be local for us.*

### **More details were required as to what a reduced service for satellite centres would look like**

*This all depends on what "reduced" means for the satellite centres. Without this detail I cannot say whether this is good or bad. Considering you say the areas of most need are "Egham and Addlestone" and yet you are reducing services in Addlestone from 2 centres to 1 satellite, so this doesn't seem to align with your purpose.*

### **Some thought the proposals appear to undermine the objective of early intervention**

*All children's centres should remain. Early intervention and universal services are key to identifying families that need additional support. This is an incredibly short sighted proposal especially after the significant capital investment that has been made for CC's across Surrey.*

### **There was a belief that children's centres reduce the demand for other services**

*Reducing the number of locations will mean less families will be able to access the services. I strongly do not agree that any children's centres should be closed. The wider reaching impact of the children's centres can be profound on families in Surrey thus reducing demand for other services. Closing children's centres will only increase demand elsewhere. There should be a children's centre in Addlestone.*

### **There were some suggestions for adapting the service**

*Maybe putting the new-borns weight checks at the weekly mum's group so you can cut those two hours at the Chertsey family health centre.*

*I believe another site should be found within the centre of Chertsey Town to serve the local community*

*From Woodham and New Haw the centres above are difficult to get to, particularly by public transport. Surely it is better to keep the present centres open, and specialist services travel to each of them on a rota basis. Or, put in place the same system as you use for the Community Libraries. Support the centres with volunteers to run them on a partnership basis.*

*I don't think that having children's centres changed in that way will benefit families. Families need better access to services so one way to do that is to run services in every town/ village but maybe only once or twice a week and in a church hall or other community space. Having all the services in just a few areas limits the number of people who can access it.*

*Consider relocating the children's centres rather than closing them to cheaper alternatives or places that could be multi-functional with other services.*

*Keep the children's centre teams as outreach workers across numerous existing local venues so no areas lose out on services. Purpose built venues should be sold off.*

*Our local centre in Chertsey provides great children groups which are loved by local mums and would be sad to lose it. We would be happier to pay a higher nominal fee to keep it as it would be still cheaper than private groups.*

*The Poplars centre is a vital part of the community, could more volunteers help? Reduce hours? Fixed donation/charges for e.g. toddler groups*

*The chancellor has indicated that the age of austerity is at an end. There should be a re-review of the level of cuts being made to public services and instead of cuts, additional funding sought. Centres where data proves lack of use could well be candidates for re-purpose / change of use but should still remain as community-focused facilities.*

*I think having a centre in both Chertsey and Addlestone does seem like a waste of resources and it's a good idea to combine the centres with other services*

## 3.7 Spelthorne

### **There was some support for the proposals for Spelthorne**

*I agree on the main hubs, especially as I have experience working and living in that area.*

*I tend to agree with them. There will need to be very clear promotion of where services will be offered from.*

*Good that the two main centres will be kept open as those ones are the best*

### **Respondents shared their personal experiences of how the children's centres were a lifeline for families**

*I love having a local centre to me, I can walk there if I need help/advice/support and my daughter absolutely loves her time there - no exaggeration it's like her 2nd home! On paper it seems like a good plan condensing the centres down but I don't have a car, cannot afford to keep jumping on buses every day. A lot of mums I know are in the same situation.*

*My baby wasn't weighed for 6 months due to the lack of baby clinics in the area and I was made to feel this was my fault. Closing centres will obviously have more of an impact on this. Also it would be difficult for remaining children's centres to meet the demands for families and it is often hard for some parents to attend due to distance. Spelthorne is my local and perfect walking distance. Closing centres would have a devastating impact on family support and mental health of mum's with babies.*

*Kenyngton Manor Sure Start Children's Centre, have helped me and my family so much, I would not be the person I am today if it was not for the people that run the children's centre, I have done many courses and they have helped me a lot, they have also done a lot for me and my family in other ways that I could not thank them anymore, not only have they helped me and my family but they are always there if you need to have a chat about anything, I'm so grateful they have been there for all of us.*

*.....They also run the Freedom programme for women suffering domestic abuse, with at least one of the Centres trying to run a Freedom course for men suffering domestic abuse. They help parents who have children with ADHD or Autism etc., etc., etc. I could go on but I'm sure you are fully aware of all the excellent work done by the sure start Children's Centres. DO NOT CUT THIS SERVICE WHICH IS USED AND NEEDED BY MANY IN THE BOROUGH.*

*Buckland children's centre is an amazing place to visit. Its staff are always on hand and welcoming. It would be a huge loss to Staines community if you decide to close it! Many families would suffer. Reducing the number of Children's Centres is a concern as fewer families will be able to access support.*

### **The issue of access, particularly for low income families was highlighted by many**

*It would be a real shame to reduce these services that prove invaluable to a lot of families. For a low income family living in Shepperton or Sunbury for instance, how would they afford to travel to these locations to access these services?*

*Public transport to Ashford and Stanwell from Sunbury is very limited how can parents from the Sunbury area be expected to reach these destinations if they do not have transport...*

*this will alienate families not from those areas as I would assume that most attending Stanwell and Ashford would be from the local area, may prove difficult to mix*

*Yes, I strongly disagree with the proposed changes. Have you ever visited Sunbury Common/Ashford Common?? There are high levels of vulnerable children and families, if they need access to the facilities or advice, the closest centre would be Clarendon School in Ashford high street. Many of the vulnerable families DO NOT drive, they would have to get a bus, incurring travel costs. If they do drive, you would have to pay for parking in Ashford, there is very limited parking in Ashford high street and even then it is a maximum of 2 hours. I feel that you are alienating these vulnerable families/children, they would be less likely to travel to this location.*

*I attended my local centre to see the midwife after having a caesarean, this was in walking distance as you are not allowed to drive. How would this affect other mothers who would be in a similar situation, how can they travel when they're recommended to rest and not to exert themselves. What alternatives would be provided? This is not a good idea and hasn't been thought through properly*

### **The choice of two centres relatively close together was questioned**

*Having only 2 centres so close together will disadvantage families in the other areas. Not all families have cars and would have to rely on public transport. Also now that you have to book appointments to get babies weight and to see a health visitor how do you propose the demand in only 2 centres?*

*To have 2 children centres within a couple of miles or so of each other leaves needy parents/children in the other areas at greater risk. People in Shepperton and Sunbury will not access children centre services so far away as Ashford and Stanwell. Why not have 3 centres, one in Staines, and one in either Ashford OR Stanwell and one in Sunbury. These are huge areas with lots of deprivation, especially in Sunbury around the Cross that rely on the services available locally. If people are in need of help, they usually will not travel to get the help, they expect it on their doorstep.*

### **Some were concerned that existing services will be over-stretched – particularly if extended to families with older children**

*How do you expect parents to get to Ashford or Stanwell especially if they don't drive or are on low income or maternity pay and cannot afford to get public transport to the children's centres! Also there will not be enough appointments for baby clinic with just two centres serving eight towns. It will also put people off going to the centres and in result could do damage to their children! And why would you chose two towns next to each other!*

*I am extremely concerned about the proposed changes for Spelthorne Children's Centres. Spelthorne is an area of high need and if these proposals do go ahead, this will increase the referrals to specialist services as there is simply not enough resources available to support families.*

*Two children's centres are extremely unlikely to provide sufficient coverage for families in this borough, particularly if you are looking at extending provision from families with young children to those with older ones as well.*

**It was felt that other deprived areas in Spelthorne were not recognised.**

*The description of Spelthorne having 'high numbers of children in workless or low income families' speaks for itself. Making cuts in the services and support that these families need will in the long term create more difficulties and crisis issues related to child protection and neglect. Ways should be found to generate more support for these families and encourage them to become useful members of society not stop the support altogether and thus generate less serious issues in the future. Closing these centres is short sighted.*

*I feel that the area around Kenyngton centre is also quite deprived, so I am concerned to see that this is one of the centres where it is proposed to have no SCC services.*

*I think removing both Kenyngton and Spelthorne completely is outrageous. Where are the services for Sunbury? There are large housing estates near both. It's a well-known fact that these vulnerable families will not travel to other centres, and the other centres are much too far Buckland and Saxon are not areas I would travel to from where I live as it's too far on public transport so other people will feel the same.*

*Vulnerable families in Sunbury will be massively overlooked. It seems silly that two centres in one area will be both closed. Surely one must stay open even with reduced activities.*

**There was a concern that opportunities for the early detection of problems will be missed**

*Targeted families generally have fewer resources (access to transport) and frequently more barriers (depression, transport, funds to access public transport) and resistance to travelling away from their local area to access support at another location. They are unlikely to have built relationships with a centre outside of their day to day life and therefore are less likely to attend and have a higher chance of slipping through the gaps and adding to the workloads of children's services.*

**Some believed that Spelthorne, compared to other boroughs in Surrey, is more deprived so should receive more funding**

*Areas of Spelthorne where you are reducing the service have much more deprivation than other Surrey boroughs. To apply your policy of concentrating on need fairly, you should reduce services in other boroughs and districts, and leave Spelthorne alone.*

**There were some suggestions as to how to make better use of existing community services**

*It's right to focus on areas where families are in need but you risk alienating young families in other areas with this approach. You already expect families to wait 4-6 weeks for Well Baby clinics and have taken away the opportunity for families to socialise and build friendships during these sessions with the new format. Actually this community could support each other (and stop problems before they happen) if you gave them the chance. Use charities like HomeStart to provide baby clinics in more locations and more frequently across the whole borough.*

*Oh dear. Spelthorne has high need, as you say yourselves. This doesn't feel like enough. To have only a satellite offering in Staines - is that really sufficient for the numbers involved? Also, the Lumen Learning Trust is doing good work across Spelthorne, taking on challenging schools and turning them around in relatively short time-scales. Is there a way to capitalise on that experience and leadership?*

*I think all services, health, housing, schools etc. could work together more including budgets. Housing currently pay a lot for floating support etc. for instance where budgets could be combined to use the outreach workers in each sector to support these families.*

*The mobile bus is a valued resource and used to reach and support those who would not otherwise attend a children's centre and has made a huge difference to the support accessed by these most vulnerable families (for example young, lone and workless parents).*



## 3.8 Surrey Heath

**There was support for the centres proposed for closure and for those proposed to stay operational. Comments were generally supported by personal experiences**

*Very sad that Bagshot set to close, I understand it's difficult but my family doesn't have a lot of money and found the local support and help invaluable when my babies were small*

*Mytchett children's centre is a real asset to the local community. I cannot express just how much the staff at Mytchett children's centre have gone the extra mile for my family every time I have needed their support. They are simply outstanding, and it is such a huge shame they are not listed as a future location for a children's centre.*

*The children centre (Bagshot) is amazing!*

*Live close to the Orchard Centre - from what I can see they are already doing the work you would like and have the same vision. They work in the community, with elderly, and minority groups - they have organised an Asian Women's running group they are very well used in the area and a hub of the community*

*I think it's a disgrace. Having the health visitor clinics (which have already been cut this year) and the courses and classes run at the children's centre accessible locally is the only thing that prevented me from entering postnatal depression after giving birth. I would have struggled to keep up with getting my child weighed as I couldn't drive for quite some time, and being new to the area it was a lifeline in actually meeting other mums. I may not have needed the services you are looking to improve, but I certainly depended on everything else the centre offers.*

*Mytchett centre also covers the Deepcut area which has a lot of Military families who often require more support due to their transient nature & many do not have family nearby to help them & are isolated.*

**There was concern expressed that the remaining centres are both in Camberley**

*Replacing 5 with 2, but increasing workload is not a good idea. Also the 2 centres that are being maintained are all in a similar area and as such provide no real support for people in need on the other side of the borough. Whilst covering the areas of most need is important you should also have even geographical coverage. Just because an area might be "better off" does not mean there are not families suffering with post-natal depression*

*Two centres in Camberley and zero in any other town. This makes no sense to the residence of Bisley, Cobham, west end, Bagshot and light water. The distance and cost of travel to these centres will increase for all of our families, yet Camberley residence get a choice of 2 centres.*

*What about families with no transport I believe this to be discriminatory to those families.*

*Seems a bit unfair for those living further away from Camberley as Orchard & Pine Ridge are quite close to each other - although I agree with the logic used!*

**There was a concern that there are limited other alternative services for people to use in the area**

*Currently I reside in the Mytchett CC reach area. There is currently very limited voluntary services in my area, other than the services that Mytchett provide..... As there are very limited resources in regards to health visiting, with just one post birth visit, the children's centre was the only other professional help I was able to access without feeling judged. This supported me through low level mental health issues which are likely to have escalated without this support.*

The service covers people from a variety of backgrounds, including settled travellers, who would not otherwise come together. Under the new proposal, I don't believe this same need would be met.

This whole notion is not taking into account those with disabilities, financial hardship, numerous children attending different schools etc.

**There was a belief amongst some that the objectives of early intervention will be undermined by closing centres**

*These changes are very short sighted, families in rural areas will be even more isolated. Many families who appear affluent are actually near crisis due to their change of jobs and lifestyles when children arrive. Universal services which are accessible to all are vital in preventing these families from falling into the targeted groups you are proposing to support.*

*I know that is where a lot of relationships are made (so that families feel able to ask for support) as well as reducing isolation. Experienced professionals can also identify potential issues at these groups, it is a great idea for volunteers to run them but they do not necessarily have the knowledge or experience to see if someone is silently crying out for help.*

*All pre-school children should have access to language and social skills at Sure Start Centres. Some families need extra support – as the local Besom Charity would acknowledge.*

*Children's Centres engage well with young families at their most vulnerable and this should continue; families in need of additional/intensive/specialist services often don't realise it or resist this-if centres closed, who will identify these families?*

**While some agreed that targeting resources at areas of highest need was correct others believed that using IDACI does not take full account of needs of people not on low incomes**

*I agree with the proposed changes as the 2 proposed centres are within the areas of highest need. I would reiterate that for continuity of care and support the current staff should remain in post wherever possible.*

*I agree that The Orchard and Pine Ridge are the most important to keep open as they have the most families in need*

*I think allot of work has gone into this proposal and I think it's the right approach to work with families to make them more resilient. I just hope all the services communicate and work TOGETHER then it will work. It will ONLY WORK if the system works together!*

*This will just put children in more affluent areas at risk*

*Basing your decision on cutting back wealthy areas is unfair to people who are not wealthy, but find themselves living in an 'expensive' area*

*I think the shutting of the children's centres are incredibly short sighted. Chobham might appear affluent but there are a large number of families on the edge who rely on the children's centre. I am supposedly affluent and with a disability diagnosis for myself and my child this year we have found ourselves relying on the children's centre for support and guidance. This cannot be provided by any of the church groups. This should be council run. There is no public transport to either of the other venues.*

### **There were many concerns regarding access to the remaining centres**

*It seems that these have been chosen on population and on paper seems to make sense. I'm not sure that these centres are particularly well connected with public transport links which could then not fit with the county's green transport plans.*

*Orchard and Pine Ridge are 35minutes apart on the same bus route so if people can get to one, they can easily get to the other. People who access the other Surrey Heather centres at present are much disadvantaged by access via public transport, needing at least two buses to access the centres.*

*You saying about saving money and helping families in need but families on a lower income would have to travel further and may not have a money to be able to do that. I have witness this type of situation in one of the children centres where lady could not commit herself to come for baby massage as she didn't have money for bus ticket.*

*Families in Chobham will not have access to the centres unless they drive. There may be few families in Chobham who need help but they do exist. This solution will marginalise them even more and they will be invisible until they arrive at school.*

*I live in Windlesham. It is already a 45minute walk to get to Bagshot children's centre. I could not get to the old dean without getting 2 buses, costing money and taking time. We would need to be served by a satellite centre at the very least. I do not see why ones financial position comes into it. New parents need support whatever their position.*

### **Some were concerned that remaining centres will be oversubscribed**

*The area that the 2 remaining children's centres will have to cover is huge so many families will miss out on the support they need.*

*By reducing these centres you will isolate vast numbers of people who can't travel to your proposed sites. How do you intend on capturing these people? There are areas of severe poverty in Surrey Heath that you will not have captured. With the roll out of Universal Credit coming in Nov 2018 the number of people needing support from these centres is likely to increase and they won't have a local centre to attend.*

### **There were suggestions offered as to how to redesign the service or reduce costs**

*Could transport to the Camberley sites from Bagshot, Chobham and Mytchett be subsidised so families can travel to activities?*

*Two hubs within one mile of each other? If money is to be saved and only 2 hubs remaining there should be one in the villages so isolated families without transport can access them more easily.*

*Mytchett is my local centre and supports those in Deepcut as well as Frimley Green and Mytchett. With the new Deepcut development there will be more families with no local support which would be a travesty. The Orchard Centre is small (as is Mytchett) if you are to reduce the number to just 2, they need to be of adequate size to accommodate families unable to access a centre locally. It may be that in order to provide a centre(s) with sufficient space to offer activities, breastfeeding support, CAB support and private rooms for discussion that empty office space in Camberley might be a better location where there is more ample parking and better bus routes.*

*Transport support should be given to families in need to get to centres*

*Funding needs to be adequate for these centres to offer enough of an outreach service for those families who need it in the other areas as there are pockets of need even in these supposedly more affluent, less needy areas and they cannot be forgotten.*

*Pine ridge and the Orchard and geographically very close together. Could these two be combined centrally and another centre kept open in one of the other areas. Having a hub in the Camberley town centre with the library, church and a children's centre may work. Especially when a cafe etc are available at high cross church.*

*Appears plan to concentrate service in the west, leaving no local service in the east in an area poorly served by affordable public transport. If reducing by so much would it not be better to consider new sites, rather than just considering existing sites*

### 3.9 Tandridge

**Some people understood the challenge of trying to balance the budget and there were a few positive remarks.**

*Such a shame but I do understand the challenge of budgets*

*It is a brilliant idea and I hope it goes ahead very soon*

**However, many residents objected to the closing centres and leaving Tandridge with one.**

*Lingfield should not close. They have fantastic facilities. Perhaps they could use the building and services for other income generating ideas whilst not in use as a children's centre.*

*I think four centres for this whole area is already a stretch. To reduce it to one centre is a joke. How do you really think you can be effective with one centre for this whole area? How can you think it is acceptable to have no support for new mothers? Regardless of income parents need support and guidance to bring up their children. I just fail to comprehend how this is seen as an area where money can be saved. It feels like money is going to the over 65s at the expense of the next generation and it's going to kill our society.*

*Hamsey Green is also very well used by the North Tandridge 0-19 Health Team.*

*Caterham is wholly unsuitable as a location for a sole Tandridge children's centre. It is not accessible to the rest of Tandridge by public transport and is a 40 min drive from South Tandridge for those that do drive.*

*I feel strongly that although Caterham is a needy area - within Hurst Green and surrounding rural area there is a lot of depravation, families with little or no income, no transport and find the Hurst Green CC invaluable. Hurst Green should not be masked by Oxted its immediate better off neighbour*

*How can one centre support such a vast amount of children and then support additional children from 6-11 too? You will be forcing people away from children's centres not providing extra support. If wider services are deemed inadequate why would you sabotage children's centres that are providing a haven to support local families?*

**People commended the existing children's centres with examples of how they have personally benefited from the service in times of need.**

*Personally I have used Hamsey Green CC for over three years (despite living in Caterham, I started going to Hamsey after having a caesarean and not being able to manage the stairs at Caterham CC). The range of activities and support given is*

*astronomical and it would be devastating to lose such a valuable resource in the community. Particularly in such a hilly geographical area, some people would not be able to access just one CC if the others went.*

**Some believed that centres provide a rare opportunity for social mixing.**

*... the children also rely on this centre for their way of mixing with other children and communicating!*

**Many people were very concerned with access issues. Tandridge is semi-rural with poor bus links and it was felt that having one centre in an area with particularly poor public transport links could create many problems for people living on the other side of the borough.**

*I live just outside of Hurst green. I cannot easily get to Caterham with small children. There is no direct transport link, Caterham is not my community it is not my home town. This is totally at odds with your proposal for better community relationships*

*My understanding is that Hurst Green in particular is a very high need area as has been identified in previous reports. This community is very rural and needy families here will not be able to travel to use other facilities. Equally so at St Piers. Whilst there may be high need in Caterham, some families do cross the border to access services at Croydon Children's Centres - this is not an option for those families in Hamsey Green or Lingfield.*

*A woman with post-natal depression may make it to a local centre, but would struggle to get in a car to travel 20minutes to go somewhere unfamiliar. A woman struggling with a difficult baby may find it difficult to get out of her house but might just make it to a local centre for support when a 20 minute car journey feels too much. I would argue that LOCALITY IS EVERYTHING.*

*There is no easy way to get to Caterham from Oxted for example unless you have a car so how are those people going to access services?*

*Tandridge has a number of areas which are isolated from affordable, accessible public transport links. Low income families without a car will struggle to access services in Caterham. Families living in areas such as Blindley Heath, Godstone and Smallfield will be further disadvantaged. Whilst Lingfield and Hurst Green have an accessible train line, Caterham is not on it*

*Transport links have not been considered and there is currently no provision for families in the SE of Tandridge where deprivation is high and the transport links are poor. A lot of the families are socially isolated.*

*Given the nature of Tandridge and the poor transport links, to only have 1 children centre in the north of the district will not meet the needs of families south of the M25. Therefore, suggest that Hurst Green becomes a second Children Centre in Tandridge*

**Some were concerned that the plans would undermine the objective of early intervention.**

*Sometimes the Universal Services flag up where more additional/intensive support might be required. Parents/carers might not notice these things until they meet other parents/children and realise something is not quite right with their child. How is this going to happen when there are no universal services to go to?*

**There was support for targeting resources at those in most need but more consideration should be given to families who would not be classified as being deprived but still need support.**

*As a mum of two children who has had severe postnatal depression twice, I feel local children centres provide vital services for families. I had severe anxiety about travelling with both my children and if it were not for a local children centre I doubt I would have left the house much as I knew they would have like-minded people who are also likely to be struggling. I am not from a low income household and would be willing to pay for services but I don't feel like the mental health of mothers in rural communities is any less important. I am on my 3rd pregnancy and the thought of not having local support fills me with fear.*

*It is wrong to presume only families of depravation have a need to use the services of Children's Centres. Isolation and PND in adults plus anxiety in children are very common referral reasons, with families having children later in life and losing their social circle when they give up work and children being put under more pressure to achieve in schools who don't have the financial resources to support their social and emotional needs.*

*Placing centres on income fails to support families with SEND, challenging behaviour, post-natal depression, long term illness, loss of family members as none of this is impacted on by money. Also just because a family has a higher income than another family it does not make them any more of a capable parent who won't need these services.*

**Some were concerned about the effects on other services if children's centres were closed.**

*Current networking systems in Tandridge are good with strong partnerships between Midwifery, Health, Housing, Police, Schools and Private Providers, this will all decrease if the number of buildings is cut, meaning they cannot be utilised by Midwifery & Health.*

*There should be feedback on the proposal previously submitted by Tandridge to see where we can strengthen the document. Staff CPD in Dandridge is strong, which is cost effective and this needs to be considered*

*Health visitors are already overstretched at their clinics, how will less children's centre possibly ensure better breastfeeding support, better postnatal clinics (and therefore the long term health of our future generations) if we maintain only 1 centre but with far more clients. Short term thinking. Dangerous thinking*

**Centres are already oversubscribed and there was concern that the remaining children's centre would not be able to cope with the increased demand**

*I think it's absolutely dreadful. I used to live in Croydon which has a vast number of centres with sessions on every day. With breastfeeding support and baby health clinics every day. There was always something on that you felt safe and secure going to as a first time mum with post-partum problems. I moved to Caterham and there was barely anything I can go to. It already has sessions that are every other week, already lacks the ability to support families in need. Why would you cut it even further? It's an absolute disgrace that you are even considering it.*

*I strongly agree that children's centres are required and fear that reducing the number would put greater strain on the one remaining centre, therefore making it harder to form bonds with staff and other people there and being able to attend sessions as they would often be at capacity.*

*My family will now be unable to access a children's centre. I have two toddlers, one is Autistic. When you already cut the opening hours of our local centre the other centre became too busy for my son. We were also attending a special needs group which was the only time I could speak to adults who understood, even if you do run it in Caterham I imagine it will be too busy for us.*

**There was concern that large groups of people already receiving little or no provision would lose out further e.g. people in mobile home parks and travellers.**

*If the proposed decommissioning of the mobile Centre goes ahead, there is poor provision for these families. There are various mobile home parks and one large travellers' site in the south of the borough.*

*Outreach workers located in Caterham will not be able to support families to reduce isolation and mental health issues.*

*There is the planning of the Garden Village between South Godstone and Dormansland which is intended to include 4000 new homes a percentage of these will be social housing and with the new developments in Blindley Heath these families will be most isolated. we see a lot of families who would not access support otherwise, if we to get to these families as soon as need arises, a large percentage of them will not be picked up and therefore will create more work later on. Please consider to include a satellite centre in the South of the borough, do not abandon these families.*

**Finally, there were suggestions for which centres to keep open.**

*Ideally a CC located centrally in the Borough would be a better idea - or retaining one in the north and one in the South.*

*I feel that IF cuts are to be made they only reduce the Children's Centres by 50% therefore keeping Hurst Green Sure Start Centre as well as Caterham Children's Centre, therefore providing provisions in the 2 most deprived areas of Tandridge*



*It makes sense to keep Caterham as the main centre but some sort of satellite service needs to be offered in Lingfield or Hurst Green to avoid parents in these areas becoming completely isolated. These are also areas with traveller communities who are historically hard to reach and will become even more so without a local centre*

*Close others not Hurst green it's easy to get to its got trains and buses and loads walk and it's near council office*

*Offer fewer services at the centres, ask for more volunteers, do whatever is necessary but please please keep them open and available.*

### 3.10 Waverley

**There was support expressed for all the centres in Waverley and a strong defence for the children's centres that were proposed for closure i.e. Christopher Robin in Cranleigh and Tennyson's in Haslemere.**

*If the Tensions sure start centre closes then the vulnerable families in our area will have no support. They cannot travel as they have no transport or money.*

*I am appalled by the plans to close the children's centre in Cranleigh. You are effectively preventing families in this area from accessing any support as there is NO direct public transport to the remaining children's centres in Whose who have and those who have not in the Cranleigh area. Families experience domestic violence, mental health issues and substance abuse. There are working families who are on the breadline but since they do not show up in your skewed statistics will be left with no support. This is a travesty.*

*If Cranleigh centre was to close, it would be a great loss to our community. They have supported me through some really hard times and without them I really don't know where I would be. The Children's Centre is one of the only places in our area who offer activities for young children. It's extremely isolating being at home with young children and having nowhere to socialise with them in a safe place and get to know other families in the same boat, to share experiences good and bad.*

**There was also some support for keeping the Wharf open**

*I believe the Wharf Nursery School in Godalming and Eashing is also very important to the areas they are in and should continue to offer a bigger amount of services in the areas they are in, especially considering the plans of more than 400 houses being built in Aarons Hill/Eashing.*

**The semi-rural nature of Waverley was cited as a barrier to access**

*I am pleased to see there is still scope for families living in Cranleigh to have an opportunity access something. I would have favoured keeping the Wharf as a prime location, given that Farnham is not so easy to get to but Godalming is on all major bus routes. Waverley has a poor public transport infrastructure with few train stations in some rural areas. Also social housing is at its highest in some of the hard to reach areas like Ockford Ridge and Aaronns Hill in Godalming.*

*I am pleased to see the Loseley fields centre is staying but how can 2 large towns, Cranleigh and Haslemere be left with nothing! Transport links from Cranleigh and Haslemere aren't great and will put families off approaching a children's centre for help if they have to make a long journey. Remember catching a bus/train with a toddler and baby/pushchair etc can be daunting.*

*People on low incomes would not afford the transport costs to access remote children centres, from Cranleigh, Farnham is a 40 min drive with no direct bus or train links Cranleigh is the biggest village and closing the centre here would disadvantage*

*many of the new families moving into the multitude of low cost housing being built in the area.*

*It would put ALOT of new mums and their babies at a huge disadvantage to close Tennyson's sure start centre. It isn't fair to put that much pressure on them to travel so far for basic help and advice.*

**Although many agreed that Waverley is a more affluent area, there are still pockets of deprivation and these families will be affected most.**

*Whilst I understand there may be more need for services in the deprived areas identified, removing services from large areas such as Haslemere, areas with little surrounding towns (Cranleigh) and other rural areas (Elstead) will mean a wide range of families are unable to access these services. They may be less deprived, but there are still pockets of deprivation in these areas, and removing these services may significantly impact those most in need.*

**While targeting the more deprived areas was supported by some, others thought that the emotional and wellbeing needs of others were not given enough consideration**

*I appreciate that we are very fortunate to be in an area of low childhood poverty, however this does not mean that the families here do not deserve local support. It would mean that I will not have access to the listening service that saved me from postnatal depression and my children will have no playgroups to go to on days that I don't work. This may not look like too much to someone on paper but it will rob the local community of a service essential to new parents even if we're not classified as high need.*

*I think it is unfair to assume that families who don't qualify as not working or low-income families do not need to use the services of Children's Centres. Many families in Waverley have both parents working in full time jobs and have hardly any disposable income after all bills have been paid so appreciate free or low-cost playgroups/parenting groups.*

**Some were concerned that the plans would undermine the objective of early intervention and could create more problems long term**

*Any reduction in children centres helping families will just pass the problem onto GPs, schools and social services. The demand for resources will always be there it just depends how far you want to kick it down the road.*

*The loss of the Cranleigh centre will be devastating for me and my family. They have been so supportive and have helped me get more involved in the community. I believe they have/are helping me provide a good start for my son and all of the next*

*generation which is very important and it is very short-sighted to shut these centres - it will cause more problems and cost more in the long run.*

**There was also concern that the remaining centres would be oversubscribed**

*Devastated that my local children's centre will be lost. Christopher robin is a huge part of the community and provides vital services for young families. New builds in Cranleigh only mean more young families and a greater demand for services which are being cut?! Public transport in Cranleigh is poor, and this will impact the poorest families who are unable to travel. Loseley fields will be massively oversubscribed and it won't be possible for many families to access the services when they need it*

**There were suggestions as to which centres to close and which to keep open.**

*I think that Haslemere should be a satellite instead of the wharf as Godalming will already be well served with a CC in Farncombe. Likewise The Christopher Robin CC should be kept and only one centre in Farnham.*

*Tennyson's Sure Start is a vital part of the community and the yearly outlay for the service is minimal in the wider scheme of the Councils budget. Alternatives should be considered such as asking other charities/local businesses to support the centre prior to any closure.*

*It is vital to ensure that there is service provision to Ockford Ridge and Aarons Hill delivered on the Greenoak site. With the high level of need in what is a vulnerable isolated community it is imperative that services are available. It is almost impossible to access Loseley Fields from Ockford Ridge due to lack of public transport and low car ownership.*

*In a largely rural borough thought needs to be given as to how services will be provided to pockets of real need particularly in Haslemere, Cranleigh and Elstead. Loseley Fields is poorly served by public transport.*

### 3.11 Woking

**Many praised the existing centres for the valuable contribution they make to their communities.**

*I'm really sad St Johns will be going! There is nothing else around that offers that level of support to new parents and I would have had a difference experience if I didn't attend three times a week! I don't fit the criteria and yet any new parents like me will miss vital support and advice in those first years!*

*The service these centres provide is invaluable and should continue to be run by Surrey County Council and Health Visitors. St Johns area is a pretty deprived area in places too - so strange you'd change your service there*

*I think that the centres that are staying offer a good range of services but worry about closing Brookwood as this is also in an area of need and offers great services*

*Please keep Horsells children's centre and their excellent staff.*

**There was a belief amongst some that the objective of early intervention will be undermined by closing centres**

*I think it is incredibly short sighted of the council to try and save money when it comes to the health of children and parents. The consequences will be: less breastfeeding mums and therefore, less healthy young children and adults; isolated parents and, therefore, more mental health problem which will have a detrimental effect on children and families.*

*A saving made now will only be short term as the amount of preventative work that children's centres currently do is being vastly underestimated. Children's centres currently provide very local support and are trusted within the local community. Closing children's centres is going to undermine this*

*This is the wrong decision and will result in increased child poverty, abuse and mental health problems going undetected.*

**There were many concerns regarding access to the remaining centres, many believing that it will be difficult and unaffordable for some resulting in negative outcomes for families**

*How will families who do not drive or have access to public transport get to the 2 centres allocated for Woking? Families will become more isolated and will not get the help they need.*

*Pyford is a long way to travel with or without car from Byfleet. St Marys centre. It will have a big impact on Byfleet village if the centre is not there. It has been a lifeline to lots of families I know!!*

*The Pyford and Byfleet centre or a version of it should remain open. Woking is a big area and expecting a family from Byfleet to travel to Sythwood is a big ask, especially if they do not have transport. These centres need to be closer to the community not an hour roundtrip away. Travelling with small children is also not easy.*

*Yes! My families would have to take two different buses at a cost of £5.60 per adult to access the Sythwood CC! This will isolate families further as they will not access it and will put even more children at risk under a very worrying unsatisfactory safeguarding outcome at present*

*My concern with the location of the 2 centres is the access for families. It may be a journey of 2 bus rides for a family which is expensive and can be too daunting if they are struggling, for example with post-natal depression.*

### **Some were concerned that remaining centres/services will be oversubscribed**

*With the closing of some of the Woking area centres /cut backs in staffing how can the current outreach workers possibly deal with the extra quantity of families/children's effectively. The various courses I have attended have been amazing but how could they continue with such a massive increase. Most parents being offered support need it ASAP not to be placed on a waiting list which I would expect would be the case with these proposals.*

### **There were arguments for and against centralising the centres**

*Closing centres will stop community support, and building relationships with other families in a safe environment with support from team to help this. I agree having a central location in town would be good, but Sheerwater is difficult to get to with public transport.*

*There are so many families who can't drive and don't speak English, how are they going to access services? Young mums, vulnerable families - the list goes on, need help in their community. Centralising the system won't help - it will cause problems- people won't get the help when they need it.*

*I understand the logic, but there are families in all these areas who may need support.*

### **Some believed the remaining two centres were too close together leaving the remaining areas with no service**

*Secondly these centres are actually very close together across the borough and don't support those who live away from Woking town centre.*

*To close the Horsell Sure Start Centre would be hugely detrimental to the local community. Just because mums in Horsell may not have the financial concerns of the other areas there emotional well-being is just as important. Sure start provides valuable support and an opportunity to meet local friends. I would have found that first year so much harder without their support*

**While targeting the more deprived areas was supported by many, some thought that the emotional and wellbeing needs of others were not given enough consideration**

*I think it is wrong to remove all support from across Woking. Even families with higher incomes need support and guidance from children's centres. These centres provide valuable support to new mums, helping women not to feel isolated. Post-natal depression is NOT class specific and neither are behavioural/emotional resilience issues amongst children. Removing this support will place greater burden on schools*

*Although Brookwood appears to be an affluent area, we have many families using the food bank, Pirbright Army Training Camp and the Traveller site have families that really struggle on many levels, isolation, mental health, health, and learning difficulties, Brookwood Children's Centre has been a vital support to them and taking away this from their doorstep would be negligent, and detrimental.*

**There were suggestions offered as to how to redesign the service or reduce costs**

*Pyrford and Byfleet Sure Start Children's Centre should be a satellite centre, as it supports children going to Pyrford C of E Primary School, one of the largest primary schools in Surrey.*

*I do not agree with any dedicated children's centre buildings. The council already funds a large number of schools, can the children's centre functions not use existing school buildings outside of the school day and therefore better use that resource that is already costed?*

*Is it possible to provide services across the same areas as the current children's centre but in a different way? E.g. once day access to a children's centre worker within each school in Woking. Or combining existing centres? Or reducing the services they provide? Or asking people who can afford it to pay for these services?*

*We will need to increase our Outreach Workforce if 4 centres close down - we are inundated already with families who require additional support, and with expanding areas we will need more Outreach and those that are highly trained and know the local area well. Woking is a very complex area and requires a highly skilled workforce*

*Charge more for classes from those who can afford it rather than removing them altogether.*

## 4. Email responses to the consultation

Nineteen email responses were received from district councils, councillors, local groups, a town forum, parish councils, local petitions, charities, and residents.

Some of the responses were part of a larger response to all of the five Surrey County Council consultations.

The email responses followed a similar pattern to the responses to the online Surrey Says consultation questionnaire with most of the main issues and concerns reiterated.

### Children's centres are a valuable community asset

#### **Many responses praised the children centres:**

*The County Council should hold up our Children's Centres as an example to other Councils of how they can continue to support families and local communities. Are Surrey brave enough to go against the tide of cutting services to the poorest and set an example of how these services should be prioritized and protected?*

Reigate and Banstead

*This is a wonderful service to those who are in need, but it appears very little thought has gone into what happens if nothing is available. Children's Centres as a service will be sorely missed once removed from the horizon - it will never be replaced once deleted from the area.*

Mole Valley

*The centres and their staff have the trust and confidence of their communities and users and local agencies, with strong relationships established over many years, and often generations. This is an invaluable 'hidden' and unappreciated local asset that Surrey/ SCC should build on as an integral part of the early help and support network.*

County wide charity

#### **There was concern about impact of closing services on the community:**

*There was concern on the cumulative impact on communities of potentially closing children's centres and libraries particularly in village locations.*

Elmbridge

*Proposals as outlined in the consultation will undoubtedly result in significant gaps in provision at the very least, in the short term. This will have a detrimental impact on a*



*significant number of families and will undoubtedly lead to a loss of key staff who have spent many years building up the trust of the families in the communities within which they work*

Mole Valley

*Moving from the current locations will sever longstanding relationships, and lose the trust and confidence of support to and links with the local community*

County wide charity

**Children's centres provide a base for other meetings:**

*Children's centres provide a base to hold meetings such as CIN (child in need) or TAF (team around a family) as they are warm and welcoming and if the family already attend the centre they feel more comfortable in that environment.*

Elmbridge

**Vulnerable Families**

**People were especially concerned about the effects on vulnerable families. All of the email responses were opposed to the closure of children's centres and in particular the possible effects on vulnerable families. This was echoed in the opposition from some to the possibility that low income families may be asked to pay for services:**

*The practicalities of deciding which "families can afford to pay" and administering the scheme could outweigh any income generated.*

Elmbridge

*This is surely one service that needs to be expanding not contracting, and offering more not less to the vulnerable it primarily seeks to serve.*

Waverley

*The SCC consultation also suggests families which use children's centres could be made to pay for services. We cannot support the idea that families on the lowest incomes must contribute to the cost of the support they receive.*

Tandridge

**There was a view from some that introducing more charging needs careful consideration to prevent certain groups being stigmatised:**

*Introducing charges for some activities may be attractive on the face of it but Surrey County Council needs to be careful not to inadvertently stigmatise those who would qualify for free activities, in a similar way to free school meals*

Spelthorne

**There were concerns that the health of mothers and children would suffer:**

- *Isolation and social exclusion will increase*
- *Maternal mental health will suffer*
- *Pre-schools will be less well supported to meet the needs of families and identify children with additional needs*
- *Delivery of health services will be impacted*
- *Public health targets will not be met*

Mole Valley

**Some welcomed the proposal to broaden the support available to vulnerable families up to eleven years old but noted that there will be extra workload and training required:**

*The Council agrees with the expansion of the age range for support and suggests that it be extended further to include support for families expecting a child. The Council believes the proposal will impact on the other services currently provided in the area including the Family Support Programme and the 0 -19 Service (which includes health visiting and school nursing) provided by First Community Health Care. There would need to be very close working between the teams and there must be clear criteria for support via the different teams.*

Tandridge

*Families expecting a child should also be included.*

Tandridge

*The extension of the age range from 0-5 to 0-11 is welcome as continued support for vulnerable families with primary age children will improve outcomes. However, it is important that the scope of this extra workload and staff training needs are planned for and defined clearly, particularly as the Family Support Programme is not included in phase 1 changes.*

Woking

*Increasing the scope to also cover children age 5-11 will result in added pressure. Children's Centres already running at high standards as shown by their already excellent performance record will now find it untenable as a business model. This can only ever lead to severe cuts and loss of service.*

Mole Valley

## Access issues

**The issues of travel and the public transport costs were mentioned by some:**

*The closure of the Weybridge and Burhill children's centres in Elmbridge would have an adverse impact on local families with young children. Both centres are within walking distance of large areas of social housing. Bus services in Elmbridge are both infrequent and expensive, putting them out of reach for many young families.*

Elmbridge

*Insufficient transport as well as increasing traveling distances to access services will put extra strain on already beleaguered parents on low incomes.*

Mole valley

**Some commented on the problems of centralising into a single centre per borough or the close proximity of the remaining centres in their borough:**

*Centralising in a single Children's Centre for most borough and districts will inevitably reduce attendance and early identification: engagement rates for 0-5 children by Children's Centres runs at over 85%, it is difficult to see how this can be replicated by a central site*

County wide charity

*I completely understand that budgets are stretched and money needs to be saved. However, choosing to only keep 2 centres open within a mile of each other does not seem fair. I cannot imagine low income families from Mytchett will be travelling by public transport to Camberley or Frimley.*

Surrey Heath

*SEND is not linked to disadvantage on the whole, although disadvantage is likely to compound SEND issues: moving to a single site makes it less likely that those with first time SEND children will get immediately identified and supported; while those already having a SEND child will find it more difficult to attend the central site due to travel practicalities with SEND children*

County wide charity

## Early intervention

**Many supported the view that Early Years help can shape a child's future development and life chances and believed the proposed closures with end up costing more in the long run:**

*...the proposed closure as extremely short-sighted and feel that in the long term vast amounts of money will need to be spent repairing the damage caused by families being denied the valuable prevention service provided at Hurst.'*

Tandridge

*Cutting resources and universal services for under 5s will increase the demand for services later in the child's life and therefore cost more in the long term*

Mole Valley

*While many of these services are universal it is important to note that they provide the opportunity to identify those in need at the very earliest opportunity. It is hard to understand how this new approach will help SCC improve its early help and intervention offer.*

Mole Valley

## Referrals

**Children centres are an important source of referrals with one provider stating that a third of their referrals come through children's centres;**

*...any future model should build in ways of identifying and referring families who can benefit from our early help.*

Elmbridge

**There were some concerns about the possible disruption in referral processes:**

*We understand that there will be one Early Help Hub in Surrey, one Service Manager per quadrant and then Early Hub Coordinators. There is worry that there will be a delay for individuals to be seen as they have to be assessed on various levels. Given the track record of issues when referral processes have been changed in the recent past, we would like assurances that sufficient resource and time will be spent implementing the proposed new referral processes.*

Spelthorne

## Targeting and universal services

### **Many believed that services should be accessible to all regardless of needs:**

*We think that the best approach is to ensure that the service can be accessed by all those who need it, regardless of income.*

Elmbridge

*Universal services are an important component of our work with vulnerable families. They can be used as a cost effective, light touch approach to keep in contact with families who have had or may need targeted support, and continue to build their family resilience and improve outcomes. It is a welcoming environment that can provide families with an opportunity for informal support on such things as parenting, housing, nursery funding/places, sexual health, domestic violence, child development, voucher applications including foodbank and many other areas, with referrals made when required. It provides access to a trusted, skilled, familiar face that enables families to access the information and help they need before problems escalate and prevents further pressure on children's services*

Woking

*I feel that closing the doors to everyone other than low income families is a huge mistake. This not only makes them stand out like a sore thumb but also prevents people from differing backgrounds learning and supporting one another. At the sessions everyone is in the same boat, learning to deal with the daily struggles and joys of raising a baby. Money has no impact on this as someone can be in a mansion or a caravan and still be alone and isolated with a baby.*

Surrey Heath

### **One respondent noted that targeted services work better with groups with mixed levels of need:**

*However it has been shown that retention and outcomes of targeted activities are better for groups with a mixed level of need.*

Woking

### **However, there was some support for targeting resources:**

*The current Children Centre offer does not necessarily meet the needs of vulnerable children. There is a need to intervene earlier and resources need to be targeted at those in greatest need and not in providing a universal offer.*

Elmbridge

*We are not opposed to savings in children's centres if those savings achieve more cost effective ways of supporting vulnerable families particularly focusing on early help interventions given their impact on saving crisis and further and higher funding requirements later in families' journeys if early help isn't given.*

Elmbridge

## Volunteers

**There was support for engaging more volunteers but some stated that recruitment is difficult and some were concerned that too many volunteers could undermine the professionalism of the current work:**

*Fully supportive of promoting volunteering through the centres, we would seek assurances that no substantive posts be replaced by voluntary ones.*

Tandridge

*Volunteers can be invaluable.....however recruitment of volunteers is getting harder, with their number of volunteers at an all-time low. Also retaining volunteers long term is under pressure from the current economic climate, younger volunteers need to find paid work or increase their working hours, older volunteers are stopping to childmind for grandchildren to help with childcare costs.*

Woking

*Our local Citizens Advice Bureau have advised that recruitment of volunteers is becoming a general problem because of increasing demands from many organisations.*

Mole Valley

**Some concerns were raised about relying on volunteers to run services:**

*There are a number of issues such as safeguarding oversight, volunteer continuity, and appropriate professional skills and training.*

Woking

*– we believe that volunteers can be hugely helpful in providing support but in a children's centre would need to work alongside paid staff, responsible for opening and closing buildings.*

Elmbridge

*I feel strongly that replacing the trained, skilled Children Centre staff with years of experience with volunteers for such an important job is extremely worrying. It is a skill to be able to give advice and ask the correct, probing questions to identify a vulnerable child or struggling parent. I think it is both unfair and dangerous from a child protection point of view for a volunteer to take on this role.*

Surrey Heath

*Volunteers cannot bridge the gap in a service of such vital importance*

Mole Valley

## Mobile centres and outreach

**The importance of outreach was mentioned by several respondents and there were concern that with the closure of some centres, the existing networks that have been developed over years may be diminished:**

*For children's centres scheduled to close the existing networks the centres have nurtured over the years with for example job centres, CAB, the housing, training and education will be vulnerable*

Tandridge

**Some believed outreach services could never replace the support a children's centre can offer:**

*Many families will find it very difficult, if not impossible, to access the single remaining centre in Caterham. One of the hidden benefits of children's centres as currently configured is that the premises themselves offer a refuge from post-natal depression, domestic violence and family conflict. We believe an outreach service could never achieve this and given the rural nature of our District makes outreach itself costly.*

Tandridge

**There was also concern that the closure of mobile centres run from children's centres which link to traveller families could leave them without essential services**

*The closure of the mobile centre run from Lingfield, which links to traveller families, could leave them without health visitor input which is of considerable concern*

Tandridge

*Should the number of centres be reduced to the proposed level we urge the Council to reconsider the proposal to stop using the mobile units. Although it is accepted that they are an expensive resource they would enable SCC to provide an element of*

*equality of access to service for the more (but not most) deprived areas on a regular basis.*

Tandridge

Some thought the proposals were unclear or poorly thought through

**There were questions and criticism of the proposals and some commented that more information should have been included in the consultation:**

*It would appear that no assessment of any kind has been undertaken on the effectiveness of the children's centres in the District or the real benefit they bring.*

Tandridge

*No work seems to have been done on how the proposed expansion of the age range of the new Family hub will be implemented or whether the proposals will actually be fit for purpose.*

Spelthorne

*There is no indication on the consultation as to how much the cuts will be, and the wording is misleading and confusing.*

Reigate and Banstead

*There is no information at all regarding the proposal to reduce funding to children's centres across Mole Valley by 58%.*

Mole Valley

*The strategy suggests the need to make savings of £19.5 million but is not suggesting where these cuts will come from and when.*

Spelthorne

*We TOTALLY REJECT the recommendation that the Second New Family Hub should be Ashford. We feel this part of the proposal is quite contrary to the evidence and will be very poor fit for current or future needs.*

Spelthorne



## Population growth and identifying need

***One respondent believed that the IDACI figures do not reflect the new growth in communities;***

*There have been many changes since the IDACI figures were produced - this includes the new Kingsmoor estate in Old Woking which has over 370 properties, 240 of which are social housing properties. The official population figure for children within that SOA area is 98, we have 181 children registered from that area, 185% of the official figure. In addition, there are many new flats in Woking town centre and plans for continued growth. Many of the families who were living in Sheerwater have relocated to Kingsmoor as part of the Sheerwater regeneration. Allocation of funding needs to be as flexible as the changing demographics of Woking. IDACI rating, while of use in established communities, does not accurately reflect the new Woking developments and significant movement of vulnerable families.*

Woking

*..as the increasing majority of the Mole Valley Population live in the Northern communities of Ashted, The Bookham's, Fetcham and Leatherhead. Can we have explained the analysis that means the proposed services are all located some ten miles away from most of the population? With significant pockets of deprivation in those communities and vulnerable families.*

Mole Valley

## Suggestions for developing the service

*The Council might want to look at the Love Barrow Families approach. There are several other pioneering Councils that have de-bureaucratized, so families are asked from first contact 'what can we do to help' and they get it. A human approach. Pays for itself in spades. And saves children from escalating harms.*

Tandridge

*Approximately a third of Surrey's revenue goes on paying for Social Care. Will Surrey County Council join with other councils to lobby government to start to share the load to help local councils with this enormous load?*

Reigate and Banstead

*Given the financial constraints we feel the best provision for Spelthorne will be three full time hubs, at Stanwell, Sunbury North, and Buckland. In addition we recognise the need for satellite provision to cope with LSOA*

*058. Ashford is not best cited for this as there at least three schools nearer. Failing this mobile provision based at the new Fordbridge Fire Station should be considered, this would of course have the added benefit of potentially providing service to Spelthorne as a whole.*

Spelthorne

*Prioritise spend on the Children's Centres against other areas of SCC expenditure: we strongly agree with this option set out in the consultation: reflecting that life chances and outcomes have been shown to be highly dependent on the development made by a child in the first 5 years*

County wide charity





EXECUTIVE – 7 FEBRUARY 2019

## INVESTMENT PROGRAMME 2018-19 TO 2022-23

### Executive Summary

The Investment Programme sets out the capital and one off investments required to deliver the Council's key strategies and objectives. The Programme includes projects where the funding and consequent revenue implications have been incorporated into the General Fund and Housing Revenue Account budgets for 2018/19 which appear elsewhere on the agenda. Further detail on these projects is also provided.

The impact of the Investment Programme on revenue, capital and reserves are included in appendices attached to this report. Inclusion in the Investment Programme does not mean a project will proceed, only that the Council plans to undertake it if resources permit.

### Recommendations

The Executive is requested to:

#### RECOMMEND TO COUNCIL That

- (i) the Investment Programme 2018/19 to 2022/23 be approved subject to reports on projects where appropriate;
- (ii) the proposed financing arrangements be approved; and
- (iii) capital and revenue grants for Brookwood Cemetery for 2019/20 and 2020/21 be approved.

### Reasons for Decision

Reason: To recommend to the Council that it approves the capital resources for 2018/19 onwards considered necessary to support its service plans and objectives.

The items above will need to be dealt with by way of a recommendation to Council.

**Background Papers:** None.

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**Date Published:** 1 February 2019

## 1.0 Introduction

- 1.1 The Investment Programme sets out the capital and one off investment necessary to support the achievement of the Council's strategies and objectives. The Council recognises that its Investment Programme ambitions exceed the resources immediately available to finance all of these ambitions.

## 2.0 Overview of the Investment Programme

- 2.1 The Investment Programme lists all the Council's projects, the estimated costs of which are shown in total in Appendix 1 and in more detail in Appendices 5 and 6.
- 2.2 For each project a proposed source of funding is identified (for example capital receipts, grant, development contributions, borrowing or use of revenue reserves). Actual funding decisions will be taken at the end of the year to optimise use of resources. The Investment Programme in itself is not a source of funding; it is the list of projects together with a summary of the implications on the resources available.
- 2.3 The following appendices are attached to this report

Appendix	Title	Description
1	IP Summary	Sets out the total funded projects in the Investment Programme.
2	Financing summary	A summary of how the General Fund and Housing Investment Programme projects will be financed.
3	Reserves	A summary of the forecast reserves position.
4	Investment Strategy Reserve	A schedule of the movements on the Council's Investment Strategy Reserve. This is the Council's main 'usable' revenue reserve.
5	Housing Investment Programme	A breakdown of the projects included in the Housing Investment Programme (HIP) where allowance will be made in the General Fund or HRA revenue budgets.
6	General Fund Projects	A list of projects included in the Investment Programme (allowance made in the General Fund budget).
6a	Asset Management Plan Wolsey Place/ Export House	A breakdown of the projects within the Wolsey Place/ Export House Asset Management Plan included in summary in Appendix 6.
6b	IT Programme	A breakdown of the IT programme line in Appendix 6.
7	Supporting detail for projects	A report providing further details, including a description, of each project listed in Appendix 6.
8	Glossary	An explanation of the technical terms used in the IP.

## 3.0 General Fund Investment Programme

- 3.1 The current and committed project details are set out in Appendix 6.
- 3.2 Where external funding is expected towards the cost of a project this is indicated against each project in the programme. If the external funding is specific to a project or type of project those external resources cannot be made available to fund other Investment Programme projects.
- 3.3 Where the project is to be funded by revenue, this is indicated as this expenditure must be taken directly from revenue reserves in the year in which it is incurred. A forecast of the Investment Strategy Reserve balance is set out in Appendix 4.

#### **4.0 Housing Investment Programme**

- 4.1 Works on the Council's housing stock are managed by New Vision Homes (NVH) and NVH's Asset Management Plan through to 2022/23 is reflected in the Housing Investment Programme.
- 4.2 The breakdown of the Woking Borough Council Homes Section of the Housing Investment Programme (Appendix 3) is illustrative and priorities will be agreed between WBC Officers and NVH. The NVH Asset Management Plan is based on stock condition surveys and NVH continually review and develop the Asset Management Strategy for the stock.
- 4.3 The total New Vision Homes Asset Management Plan budget is £4,665,000 for 2019/20. This is funded by a £3,933,000 Major Repairs Contribution and a £732,000 Revenue Contribution to Capital Outlay (RCCO). This level of expenditure will need to be reviewed in future years and any financial implications arising from the Sheerwater Regeneration Project will need to be considered. As detailed in the HRA Budget Report elsewhere on the agenda the HRA will not be able to maintain the RCCO following the demolition of the dwellings within the regeneration red line.
- 4.4 The Housing Investment Programme includes a Communal Heating and Hot Water System upgrade project. As reported to the Executive on 15th October 2015 these works were previously delivered as part of the New Vision Homes AMP. To avoid the New Vision Homes 18% overhead and profit management fee these works are now procured directly through Thamesway Maintenance Services Ltd (TMSL).
- 4.5 The Mandatory Disabled Facilities Grants (DFG) item on the Housing Investment Programme is funded by a £1,093,000 grant provided as part of the Department of Health's Better Care Fund. Demand for DFGs is high and the Government have awarded a further £196,000 in grant in 2018/19.

#### Provision of New Housing

- 4.6 Local Authorities can retain an element of Right to Buy receipts locally to be used on one for one replacement housing. Currently these receipts can be used to fund up to 30% of the cost of the replacement housing and must be used within 3 years or passed to the Government. In the past it has been challenging to utilise these receipts as the HRA borrowing cap has limited the Council's ability to fund the remaining 70% of the housing. However, as discussed in the 2019/20 HRA Budget Report elsewhere on the agenda, the Government have now scrapped the Borrowing cap.
- 4.7 As detailed in the October Executive's Affordable Housing Expenditure Update Report Officers have reviewed the land assets held by the authority, and other potential development sites around the Borough, to identify suitable new build affordable housing developments. The Housing Investment Programme lists these schemes which are to be funded by 30% retained receipts and 70% HRA\General Fund Borrowing.

#### Sheerwater Regeneration

- 4.8 The loan facilities to Thamesway Housing Ltd (THL) and Thamesway Developments Ltd (TDL) for the full construction costs of the Sheerwater Regeneration scheme have not been included in the Investment Programme. Once TDL have come back with the detailed information on the tenders for the scheme the Programme will be amended to reflect these commitments. The following costs relating to the implementation of the Sheerwater Regeneration have been included:-
  - On 5 April 2018 the Council approved a loan facility of £26m to enable TDL to construct the leisure and recreational facilities at the Bishop David Brown site.



- £42m is included for acquiring the privately owned dwellings within the red line and £1.4m for assisted purchases. These costs are incurred by TDL as part of the Sheerwater Project cost but are funded through WBC loans to Thamesway.
- Southern Housing Group owned 26 properties within the Sheerwater Red Line. £3.4m is included in the Housing Investment Programme to acquire these properties bringing them into the HRA as secure tenancies. These will then be transferred to the project when the relevant phase commences

4.9 An arrangement fee is charged on the loan facilities provided to TDL and the income generated is set aside in the Sheerwater Regeneration Reserve. The direct costs to the Council relating to the Scheme (including staff costs, removal costs, and an equalities survey) are to be financed by this reserve.

4.10 The Sheerwater Community Charter requires the Council to pay Home Loss and Disturbance payments to tenants being rehoused due to the scheme. The Council is also required to offer Mortgages of Last Resort to those homeowners who cannot secure a mortgage in order to purchase a new property within Woking Borough.

## **5.0 Reserves Forecast and Resources Statements (Appendices 2-4)**

5.1 The Reserves section of the Investment Programme shows the effect of the spending on HIP and GF Committed projects on the Council's reserves. Subject to maintaining sufficient reserves to meet contingencies, it is in the Council's interest to use sources of funding other than borrowing rather than to incur the cost of borrowing.

5.2 The Wolsey Place reserve covers any shortfall in income or increase in the running costs at Wolsey Place and Export House. A number of capital projects have been identified which can be recovered from tenants through the service charge over time. It is proposed that these improvements (detailed in Appendix 6a) are funded by borrowing and any contributions set aside for the repayment of that borrowing when received. This protects the funds held within the Wolsey Place reserve.

5.3 The Investment Programme contains some projects which are of a revenue nature. In accounting terms these projects do not produce an asset and so they cannot be funded from capital sources such as capital receipts or borrowing. The cost of these projects fall on revenue sources and are included in the Investment Strategy Reserve (General Fund) and HIP Reserve (Housing Revenue Account). Detail of the General Fund and HRA impacts are included in other reports on the agenda.

5.4 All of the costs relating to the Investment Programme are built into the General Fund and Housing Revenue Account estimates. However, given the ongoing pressures on revenue reserves and the current economic uncertainty, the Council's financial position will be considered before projects commence, and delaying starting projects remains an option.

## **6.0 Priorities**

6.1 The projects are included within the Investment Programme to support the Council's key objectives and priorities:

- Decent and Affordable Housing
- Economic Development
- The Environment
- Health and Wellbeing

- 6.2 Prioritisation of the use of capital resources has regard to the Council's service priorities, as determined at least annually as part of the budget process.
- 6.3 Resources are also allocated for the following priority areas:
- Schemes that are essential to comply with Health and Safety or security obligations;
  - Schemes that are essential to enable the Council to carry on its business with economy, efficiency and effectiveness, including electronic service delivery; and
  - Schemes that are for essential maintenance of assets.
  - Economic Development
  - The Environment

## **7.0 Reporting of Project Progress**

- 7.1 The Executive receives a quarterly report of progress on projects. The report focuses on active projects and shows the project progress and assesses overall project risk as well as the total cost of projects (including costs incurred in previous years).
- 7.2 When a project is planned, a project mandate is prepared and these mandates are used to update the Investment Programme. Spending should only commence on a project once it has been through an authorisation process and the budget released.
- 7.3 The supporting detail for projects presented in Appendix 6 is generated from project data on SharePoint and provides further information on the project objectives. The inclusion of the project reference also enables cross reference to the quarterly progress report.

## **8.0 New schemes included within the Financed Investment Programme**

- 8.1 The Investment Programme includes the following new schemes which have been added since the Investment Programme was approved in February 2017. The items added to the programme are indicated below and further details can be found in Appendix 7. Project reference numbers have been indicated where available for ease of reference:
- Woking Park Tennis Courts Improvements (20076)
  - Land Assembly at Brookwood Lye (TMP11)
  - Community Meals Office Relocation (20184)
  - Alternative Premises Plan (20169)
  - Hostel Feasibility (TMP51)
  - Woking Sustainable Transport Package (TMP8)
  - Repairs to Road Outside St John's church (20189)
  - Loan to Rutland – Robin Hood Pub (n/a)
  - Kestrel Way Industrial Units (TMP4)
  - Land Acquisitions (TMP6)
  - School Place Provision (20195)
  - Syrian Refugee Resettlement Programme (TMP17)
  - Redevelopment of YPod (TMP21)
  - New Hostel Provision (TMP52)
  - Sythwood Residential Units (TMP53)
  - Victoria Arch and Integrated South Side Works, including Network Rail (TMP9)

- Canal Boat Basin (TMP22)
- Woking Cinemas (TMP7)
- Victoria Way Car Park Extension (20165)
- Housing Infrastructure Fund (HIF) Land Acquisition Strategy (TMP10)
- Fibre Network (20197)
- Woking Park: Mechanical Upgrade Works at Pool in the Park and Woking Leisure Centre (20177)
- Wolsey Place Residential Main Staircase, Common Corridor and New Entrance Decoration (TMP39)
- Review of Cloud/Hosting services (TMP48)

#### Brookwood Cemetery

- 8.2 The Investment Programme includes capital and revenue grants to Brookwood Cemetery to fund backlog maintenance as well as capital improvements. It is proposed to keep the allowance at £1m capital grant and £500k revenue grant each year through the programme, and to confirm both 2019/20 and 2020/21 grants as part of the 2019/20 process which will enable the works to be committed.

#### St John's Scouts New Headquarters

- 8.3 A site to enable the development of a new headquarters for St John's Scouts has been acquired at the end of St John's Lye. Plans will be prepared and a report will then be submitted to the Executive with a proposal for development of this site.

#### We Are Woking

- 8.4 The We are Woking campaign aims to ensure the town is seen as 'open for business' during development works as well as attracting new commercial, visitor and local interest in the Borough. The Executive agreed in November that the programme be maintained at the current level to enable the publicity activity to continue, and that a budget of £400k be approved for 2018/19 and 2019/20.

#### 8.5 Car Parks

- 8.6 The Investment Programme includes allowance for investment in both Victoria Way and Heathside car parks as well as the new car park asset developed as part of the Victoria Square regeneration. Following the need to replace the Shoppers Red Car Park it is proposed to delay the creation of additional spaces at Heathside. The timing of any extension to Victoria Way Car Park will be kept under review. The Investment Programme also includes the introduction of new Car Park Management systems costing circa £2 million.

#### Countryside Management

- 8.7 On 26 November 2018 the Overview and Scrutiny committee received an initial report on establishing a formal programme for the maintenance of the Borough's heathlands. Following consideration of the proposals by the committee and the Climate Change Working Group during 2019/20, recommendations will be made on the resource which should be allocated. In the meantime a £75,000 allowance from reserves will be made in 2019/20 to enable some initial works to be completed.

Medium Term Financial Strategy (MTFS) Requirement

- 8.8 The Medium Term Financial Strategy identified a savings requirement of £3.3m to be identified in the period to 2022/23. Further investments in housing and strategic properties would be sought to achieve this target income. The Investment Programme includes £256m for MTFS strategic properties and £130m for Housing MTFS.

**9.0 Schemes in excess of £1 million**

- 9.1 In accordance with the Notice of Motion agreed by Council on 12 July 2007 the following schemes have costs exceeding £1m, not all of which have been contractually committed:

- Victoria Square Phase 2 – Loan to Victoria Square Woking Ltd (n/a)
- Wolsey Place Refurbishments (n/a)
- Opportunity Purchases (n/a)
- Town Centre Property Acquisition – Dukes Court (TMP2)
- Strategic Property Acquisition – The Clockhouse (TMP3)
- MTFS Investment Strategy (n/a)
- Land Acquisitions (TMP6)
- Woking Cinemas (TMP7)
- Woking Integrated Transport Package (20124)
- Woking Sustainable Transport Package (TMP8)
- Victoria Arch and Integrated South Side Works including Network Rail (TMP9)
- Land Assembly at Brookwood Lye (TMP11)
- River Wey Flood Prevention – Byfleet (10917)
- River Wey Flood Prevention – Old Woking (10918)
- Hoe Valley Flood Alleviation and Prevention Scheme (10916)
- Hoe Valley School and Community Leisure Facilities (20040)
- School Place Provision (20195)
- Victoria Way Car Park Extension (20165)
- Heathside Crescent Car Park Extension (20099)
- Acquisition of Car Parks from Victoria Square Woking Ltd (TMP14)
- Infrastructure Investment – Power Networks (TMP15)
- Fibre Network (20197)
- Syrian Refugee Resettlement Programme (TMP17)
- All Weather Pitch – Woking Football Club/Woking College (20052)
- Playing Pitch and Outdoor Facility Strategy Action Plan (20081)
- Woking Gymnastics Centre (TMP20)
- New Hostel Provision (TMP52)
- Sythwood Residential Units (TMP53)
- Redevelopment of YPod (TMP21)
- Canal Boat Basin (TMP22)
- Civic Offices – Upgrade of Heating and Ventilation Systems (TMP24)

- CCTV Infrastructure Upgrade and Formation of Town Centre Control Room (20122)

9.2 Other items in excess of £1 million include the Asset Management Plan, ICT Programme and Housing Repairs and Improvements programme which are each made up of a number of projects which vary in size.

9.3 Reports seeking approval to schemes will be made to the Executive as appropriate.

9.4 Approved loans to group companies in total exceed £1 million and are released on request, providing they are within the sums agreed in the Group Business Plans.

#### **10.0 Schemes not yet taken account of**

10.1 As set out in paragraph 4.8 the Investment Programme does not yet include the full construction costs of the Sheerwater Regeneration project.

#### **11.0 Release of funding**

11.1 The Council's Capital Strategy sets out the arrangements for managing the initiation and approval of projects and includes a delegated arrangement for the Executive to agree new schemes which fall within the following parameters:

"Where the scheme is a new scheme the proposal will be scheduled for consideration by the Executive. The Executive will be granted delegated authority to agree schemes which can be contained within the following parameters set by the Council:

- the capital cost of each individual project does not exceed £5m;
- the aggregate capital cost of schemes approved by the Executive under this delegation does not exceed £10 million in any one financial year; and
- the cost can be contained within the authorised borrowing limits.

The setting of the Authorised and Operational borrowing limits is reserved to the Council. Where the scheme is expected to be outside of the above parameters the scheme will need the approval of the Council."

11.2 The use of this delegated authority is reported in the Green Book.

#### **12.0 Implications**

##### Financial

12.1 The financial implications of the Investment Programmes have been incorporated in the draft General Fund and Housing Revenue Account estimates. The Prudential Borrowing implications have been built into the Treasury Management Estimates.

12.2 Later phases of the General Fund programme and the unfunded projects rely on the affordability of financing borrowing costs or the identification and receipt of other new resources to enable projects to progress.

##### Human Resource/Training and Development

12.3 The Council has core resources to manage the Investment Programme but relies upon third party consultants to implement a number of its major projects. This is considered the most cost effective way of managing a varied programme.

Community Safety

- 12.4 This report has no specific community safety implications.

Risk Management

- 12.5 The project management arrangements provide for risk analysis as part of the improved control of Investment Programme projects; this seeks to minimise and manage risk. In corporate terms the main risk for the Council is in overstressing its capacity, this is recognised by Officers and from time to time it will be necessary to re-prioritise the programme to reflect the capacity of the Council.

Sustainability

- 12.6 Projects in the Investment Programme are progressed in accordance with the Procurement Strategy, Crime and Disorder Strategy, and the Climate Change Strategy.

Equalities

- 12.7 This report has no specific equalities implications.

Safeguarding

- 12.8 This report has no specific safeguarding implications.

**13.0 Consultations**

- 13.1 No general public consultations have been undertaken in connection with this report. The Investment Programme have been reviewed by Managers, Corporate Management Group, Portfolio Holders and Finance Task Group.

REPORT ENDS

**INVESTMENT PROGRAMME SUMMARY  
2018/19 - 2022/23**

**APPENDIX 1**

	APPENDIX & PAGE REFERENCE	PLANNED EXPENDITURE				
		18/19	19/20	20/21	21/22	22/23
		£'000	£'000	£'000	£'000	£'000
General Fund	Appendix 4	428,563	304,050	297,373	77,968	21,037
Housing Investment Programme	Appendix 3	109,225	100,285	87,456	30,798	141,517
<b>Total Investment Programme</b>		<b>537,788</b>	<b>404,335</b>	<b>384,829</b>	<b>108,766</b>	<b>162,554</b>

**INVESTMENT PROGRAMME SUMMARY  
2018/19 - 2022/23**

**APPENDIX 2**

		FINANCING SUMMARY											
		CHARGE TO GEN. FUND (Revenue) £'000	BORROWING			CAPITAL RECEIPTS £'000	RESERVES					GRANTS & CONTRIBS £'000	
			GENERAL FUND £'000	HRA £'000	TO FUND EXTERNAL LOANS £'000		IT RESERVE £'000	HIP RESERVE £'000	GENERAL RESERVE £'000	MAJOR REPAIRS £'000	SECTION 106 £'000	COMMUNITY FUND £'000	TOTAL
Page 220	2018/2019	418	310,432	4,979	191,769	1,197	180	1,922	3,476	4,156	8,658	100	537,788
	2019/2020	340	72,617	16,594	254,395	9,838	180	3,883	2,810	3,927	0	100	404,335
	2020/2021	240	101,881	8,659	221,418	5,268	180	728	2,064	3,937	0	100	384,829
	2021/2022	190	40,665	0	25,900	1,032	180	733	1,640	3,932	0	100	108,766
	2022/2023	190	16,700	0	137,500	190	180	733	1,598	3,932	0	100	162,554



**RESERVES FORECAST  
2018/19 - 2022/23**

**APPENDIX 3**

AT 31 MARCH	2018	2019	2020	2021	2022	2023
	£'000	£'000	£'000	£'000	£'000	£'000
<b>REVENUE RESERVES</b>						
Investment Strategy Reserve	4,099	3,569	2,544	2,257	2,395	2,395
Housing Investment Programme Reserve	6,897	6,145	3,099	3,103	3,098	3,102
Medium Term Financial Strategy Reserve	3,444	2,885	4,192	4,192	4,192	4,192
Provision for Flexibility Reserve	108	108	108	108	108	108
Leased Car Relief Vehicle Reserve	7	7	7	7	7	7
Freda Ebel Bequest	12	12	12	12	12	12
Community Fund	354	354	354	354	354	354
Insurance Fund	453	453	453	453	453	453
Parking Reserve	138	138	138	138	138	138
Environmental (CO2) Reserve	35	35	35	35	35	35
Wolsey Place Reserve	5,915	5,082	4,364	3,616	2,840	2,840
New Homes Bonus Reserve	1,239	130	347	63	437	437
Group Company Reserve	750	750	750	750	750	750
Woking Palace Reserve	36	36	36	36	36	36
Equipment Reserve	330	360	390	416	442	442
Peer grant Reserve	38	38	38	38	38	38
Business Rates Equalisation Reserve	6,002	2,475	2,475	2,475	2,475	2,475
Local Council Tax Support Scheme Hardship Fund	48	48	48	48	48	48
Westfield Common Reserve	52	52	52	52	52	52
PFI Reserve	2,753	2,753	2,753	2,753	2,753	2,753
Town Centre Management Agreement Reserve	232	174	116	58	-	-
Victoria Square Reserve	796	1,301	2,725	4,186	4,186	4,186
Sheerwater Reserve	118	118	118	118	118	118
Off Street Parking Reserve	1,000	1,000	1,000	1,000	1,000	1,000
Syrian Refugee Reserve	371	371	371	371	371	371
Homelessness Support Reserve	203	203	203	203	203	203
Dukes Court Reserve	841	841	841	841	841	841
	36,271	29,438	27,569	27,683	26,508	26,512
<b>CAPITAL RESERVES &amp; OTHER RESOURCES</b>						
Usable Capital Receipts	3,848	4,515	0	0	0	0
Set Aside Capital Receipts	44,951	46,479	48,100	49,821	51,542	53,263
Major Repairs Reserve	174	0	5	0	0	0
Development Contribution Reserve	14,418	5,760	5,760	5,760	5,760	5,760
	63,391	56,754	53,865	55,581	57,302	59,023
<b>WORKING BALANCES</b>						
GF Working Balance	1,000	1,000	1,000	1,000	1,000	1,000
HRA Working Balance	498	498	498	498	498	498
	1,498	1,498	1,498	1,498	1,498	1,498
<b>TOTAL RESERVES</b>						
	101,160	87,690	82,932	84,762	85,308	87,033

**INVESTMENT STRATEGY RESERVE**  
**2017/18 - 2020/21**

**APPENDIX 4**

	2018/19 Original £'000	2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<b>Balance Brought Forward</b>	<b>4,274</b>	<b>4,099</b>	<b>3,569</b>	<b>2,544</b>	<b>2,257</b>
<u>Source of Funds</u>					
Planned Contribution from General Fund	1,346	1,346	1,362	1,470	1,470
New Homes Bonus	386	386	717	216	-25
Transfer from Town Centre Management Reserve	150	150	150	150	150
2018/19 Forecast underspend (December Green Book)		129			
<b>Total Available Funds</b>	<b>6,156</b>	<b>6,110</b>	<b>5,798</b>	<b>4,380</b>	<b>3,852</b>
<u>Use of Funds</u>					
Management of Change (GF only)	-250	-250	-250	-250	-250
Use of Selective Licensing Surplus			-180		
Financing IP including Revenue Items	-289	-418	-340	-240	-190
Sheerwater Social Support	-125	-125	-125	-125	-125
Celebrate Woking	-150	-150	-150	-150	-150
Community Transport - Replacement Vehicles (now in Community Fund)					
Flood Prevention Schemes	-750	-371	-750	-400	
Best Bar None	-18	-18			
Community Meals Office Relocation		-29			
Repairs to Road Outside St John's Church		-15			
Queen Elizabeth Gardens Drainage, Landscaping and Lighting		-37			
Transfer to Wolsey Place Reserve	-300	-300	-300	-300	-300
Transfer to New Homes Bonus Reserve	-386	-386	-717	-216	0
Transfer to Equipment Reserve	-50	-50	-50	-50	-50
Transfer to Town Centre Management Account Reserve	-92	-92	-92	-92	-92
Transfer of On-Street Parking to Surrey County Council	-116	-116	-116	-116	-116
Transfer to Community Fund	-174	-174	-174	-174	-174
Transfer to Provision for Flexibility	-10	-10	-10	-10	-10
<b>Total Use of Funds</b>	<b>-2,710</b>	<b>-2,541</b>	<b>-3,254</b>	<b>-2,123</b>	<b>-1,457</b>
<b>Balance Carried Forward</b>	<b>3,446</b>	<b>3,569</b>	<b>2,544</b>	<b>2,257</b>	<b>2,395</b>

**HOUSING INVESTMENT PROGRAMME**  
**2018/19 - 2022/23**

**APPENDIX 5**

DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
	£'000	£'000	£'000	£'000	£'000
<b>Provision of New Homes</b>					
Affordable Housing - Thamesway Housing Ltd					
Provision of New Homes	59,080	37,721	50,969	21,432	5,000
Medium Term Financial Strategy Additional Provision					130,000
<b>Total Thamesway Housing Ltd</b>	<b>59,080</b>	<b>37,721</b>	<b>50,969</b>	<b>21,432</b>	<b>135,000</b>
<b>Sheerwater Implementation Costs</b>					
Capital Expenditure Funded By WBC Borrowing:					
Sheerwater Regeneration - Loan to Thamesway Developments Ltd	3,000	13,000	13,000		
Red Line Properties Acquired By Thamesway Using WBC Loan Finance	30,784	11,287			
Assisted Purchases & Additional Properties By Thamesway Using WBC Loan Fin	1,037	380			
Project Management/Revenue Expenditure Financed From The Sheerwater Regen Reserve:					
Sheerwater Regen Staff Costs	278	323	323	323	323
Removal Costs	42	42	42	42	
Equalities Survey	28	28	28	28	28
Miscellaneous Costs	48	48	48	48	48
Other Regeneration Expenditure:					
Southern Housing Group Property Purchase (26 Properties at Henessey Court)	3,400				
Mortgages Of Last Resort	1,215	326			
Home Loss and Disturbance Payments (to be recharged to Thamesway)	778	1,772			
<b>Total Sheerwater Implementation Costs</b>	<b>40,610</b>	<b>27,206</b>	<b>13,441</b>	<b>441</b>	<b>399</b>
General Fund Housing Developments					
Hostel Feasibility (funded from revenue)	65				
New Hostel Provision (funded from capital receipts/borrowing)		2,000	2,808	2,807	
Sythwood Residential Units (funded from capital receipts/borrowing)		1,750	1,750		
1 for 1 Receipts Passed to TVHA (Knaphill Former Ambulance Station Developm	330	770			
<b>Total General Fund Housing Developments</b>	<b>395</b>	<b>4,520</b>	<b>4,558</b>	<b>2,807</b>	<b>0</b>

**HOUSING INVESTMENT PROGRAMME**  
2018/19 - 2022/23

**APPENDIX 5**

DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
	£'000	£'000	£'000	£'000	£'000
Total Non HRA Homes	100,085	69,447	68,968	24,680	135,399
HRA Housing Developments:					
Rydens Way	937				
Hawthorne Road	714	713			
Old Woking Independent Living Scheme	326	7,034	7,640		
Monument Way	175	10,174	4,523		
Eden Grove Road Development	103	411	103		
Lockwood Path		1,118			
Bonsey Lane		3,480			
Corner Of Rydens Way\ Sundridge Road		417	104		
Total HRA Homes	2,255	23,347	12,370	0	0
Total Provision of Homes	102,340	92,794	81,338	24,680	135,399

**HOUSING INVESTMENT PROGRAMME**  
**2018/19 - 2022/23**

**APPENDIX 5**

DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
	£'000	£'000	£'000	£'000	£'000
<b>Renovation &amp; Improvements</b>					
<b>Woking Borough Council Homes</b>					
<u>New Visions Homes AMP</u> (Illustrative breakdown, report paragraph 5.3 refers)					
Communal Works	1,029	1,367	1,367	1,367	1,367
Lifecycle Dwelling Investment	2,027	1,138	1,138	1,138	1,138
Disabled Adaptations/Extensions	313	236	236	236	236
Works Arising From Cyclical Inspections	773	1,282	1,282	1,282	1,282
Capitalised Responsive Enhancements	222	53	53	53	53
Energy Reduction Programme	25	354	354	354	354
Development Projects	200	35	35	35	35
Fees & Consultancy	150	200	200	200	200
Statutory Inspections	432	0	0	0	0
<u>Clientside Renovation &amp; Improvements Projects</u>					
Communal Heating and Hot Water Systems	45	1,373			
<b>Sub Total - Woking Borough Council Homes</b>	<b>5,216</b>	<b>6,038</b>	<b>4,665</b>	<b>4,665</b>	<b>4,665</b>

**HOUSING INVESTMENT PROGRAMME  
2018/19 - 2022/23**

**APPENDIX 5**

DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
	£'000	£'000	£'000	£'000	£'000
<b>Private Sector Homes</b>					
Mandatory Grants					
Mandatory Disabled Facilities	939	743	743	743	743
Fast Track Disabled Adaptation Grant	300	300	300	300	300
Palliative Care/end of Life Assistance	50	50	50	50	50
Discretionary Grants					
Discretionary Disabled Facilities Grant	80	80	80	80	80
Disabled Facilities Top-Up Grant	50	50	50	50	50
Moving Home Grant	20	20	20	20	20
Safe At Home Assistance	50	50	50	50	50
Warm At Home Assistance	100	100	100	100	100
Empty Homes Assistance	20	20	20	20	20
<b>Sub Total - Private Sector Homes</b>	<b>1,609</b>	<b>1,413</b>	<b>1,413</b>	<b>1,413</b>	<b>1,413</b>
<b>Total Renovation &amp; Improvement</b>	<b>6,825</b>	<b>7,451</b>	<b>6,078</b>	<b>6,078</b>	<b>6,078</b>
<b>Other Items</b>					
Housing Needs Research	40	40	40	40	40
Housing Strategy (Allocation Of Staff Salaries)	0	0	0	0	0
Housing Stock Condition Survey	20				
<b>TOTAL OTHER ITEMS</b>	<b>60</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
<b>TOTAL HOUSING INVESTMENT PROGRAMME</b>	<b>109,225</b>	<b>100,285</b>	<b>87,456</b>	<b>30,798</b>	<b>141,517</b>

**INVESTMENT PROGRAMME 2018/19 - 2022/23**  
**GENERAL FUND PROJECTS**  
**(Finance cost included in revenue budget)**

**APPENDIX 6**

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	18/19 £000	19/20 £000	20/21 £000	21/22 £000	22/23 £000
		<u>Group/External Loans and Share Capital</u>					
C	n/a	Loans to Thamesway Central Milton Keynes	2,750	2,700	2,700	2,300	2,500
C	n/a	Poole Road Energy Centre - Loan to Thamesway Energy Ltd	1,100	6,505	8,674	2,168	
C	n/a	Victoria Square Phase 2 - Loan to Victoria Square Woking Ltd	90,538	182,427	146,075		
C	20146	Loan to Freedom Leisure - Flumes and Beach Area	800				
C	20104	Loan to Freedom Leisure - Pool Changing Rooms	630	75			
C	n/a	Loan to Freedom Leisure - Leisure Centre Dry Change	50	300			
C	n/a	Loan to Rutland - Robin Hood Pub	2,000				
			97,868	192,007	157,449	4,468	2,500
		<u>Woking Borough Council</u>					
		<u>Place</u>					
C	Appendix 4(a)	Asset Management Plan - Wolsey Place/Export House (funded by borrowing/Wolsey Place Reserve)	1,748	950	140		
C	n/a	Wolsey Place Refurbishments (funded from Wolsey Place Reserve)	200	200	200	200	200
C	TMP1	Wolsey Place Mall Refurbishments (funded by VSWL)	250				
C	n/a	Opportunity Purchases (funded by borrowing) *	3,000	3,000	3,000	3,000	3,000
C	TMP2	Town Centre Property Acquisition - Dukes Court (funded by borrowing) *	569	2,000	2,500		
C	TMP3	Strategic Property Acquisition - The Clockhouse (funded by borrowing) *	7,000				
C	TMP4	Kestrel Way Industrial Units (funded by borrowing)	350	2,800	350		
C	n/a	MTFS Investment Strategy (funded by borrowing) *	205,741	25,000	25,000		
C	TMP5	Property Acquisition - Victoria Gate (funded by borrowing)	43,200				
C	TMP6	Land Acquisitions (funded by borrowing) *	22,000				
C	TMP7	Woking Cinemas (funded by borrowing)		2,500	2,500		
R	10297	Local Development Framework (funded by revenue)	50	150	50		
C	10207	Special Protection Area - Brookwood CP/White Rose Lane Incl SANGS (S106 funded)	142				
C	20124	Woking Integrated Transport Package (funded from S106 and grant)	12,483				
C	TMP8	Woking Sustainable Transport Package (funded from grant/contribution)	400	2,000	2,000		
C	TMP9	Victoria Arch and Integrated South Side Works including Network Rail (funded from grant)		26,000	26,000	26,750	
C	TMP10	Housing Infrastructure Fund (HIF) Land Acquisition Strategy (funded by borrowing) *	16,250				
C	TMP11	Land Assembly at Brookwood Lye (funded by borrowing)	2,000				
C	20189	Repairs to Road Outside St John's Church (funded from reserves)	15				
C	10889	Town Centre Planned Maintenance (funded from reserves)	150	150	150	150	150
C	20048	Export House Lift Refurbishment (funded from Wolsey Place Reserve)	7				
C	AF535011	Export House 1st, 3rd and 4th Floor Capital Contribution (funded from Wolsey Place Reserve)	9				
C	10917	River Wey Flood Prevention - Byfleet (funded by borrowing/reserves/grant)	0	200	400	10,000	
C	10918	River Wey Flood Prevention - Old Woking (funded by borrowing/reserves/grant)	0	500	9,500		
C	10916	Hoe Valley Flood Alleviation and Enhancement Scheme (funded by borrowing/reserves/grant)	371	5,200	5,000		

**INVESTMENT PROGRAMME 2018/19 - 2022/23**  
**GENERAL FUND PROJECTS**  
**(Finance cost included in revenue budget)**

**APPENDIX 6**

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	18/19 £000	19/20 £000	20/21 £000	21/22 £000	22/23 £000
R	20042	Sutton Green Flood Alleviation Study (funded from general fund risk contingency)	5				
C	TMP12	Westfield Common Management (funded from reserves)	330				
R	20067	Developing a Favourable Conservation Status Licence (funded from New Homes Bonus)	9				
C	20054	Hoe Valley School - Temporary Site and Woking Park Improvements (funded from grant/borrowing)	202				
C	20040	Hoe Valley School and Community Leisure Facilities Development (grant/contributions, interim borrowing)	2,807	105			
C	TMP13	Hoe Valley School Leisure Facilities Equipment Fit Out (funded by borrowing)	150				
R/C	20195	School Place Provision (funded from reserves/borrowing) *	250	10,000	10,000		
C	20165	Victoria Way Car Park Extension (funded by borrowing) *		10,000	7,500		
C	20099	Heathside Crescent Car Park Extension (funded by borrowing) *	0	0			11,000
C	TMP14	Acquisition of Car Parks from Victoria Square Woking Ltd (funded by borrowing)			29,000	29,000	
C	TMP15	Infrastructure Investment - Power Networks (funded by borrowing)	121				
R	TMP16	We Are Woking (funded from VSWL/Victoria Square reserve)	400	400			
R	20041	Brookwood Cemetery - Revenue Grant for Backlog Maintenance & Repairs (funded by New Homes Bonus/Investment)	1,051	500	500	500	500
C	20041	Brookwood Cemetery - Grant for capital works (funded by borrowing)	1,301	1,000	1,000	1,000	1,000
C	20120	Rainwater Gardens Project (funded by borrowing)	50	73	377		
C	20171	Queen Elizabeth Gardens Drainage and Landscaping (funded from reserves)	22				
C	20168	Queen Elizabeth Gardens Lighting Column Replacement (funded from reserves)	15				
C	20197	Fibre Network (funded by grant)		2,500	2,500		
R	20180	Best Bar None (funded from revenue reserves)	18				
C	TMP17	Syrian Refugee Resettlement Programme (funded by grant)	685	1,052	934	551	338
		<b>People</b>					
R	n/a	Community Fund Projects	100	100	100	100	100
C	10206	Playground Improvements Phase 4 (S106 & grant funded)	124				
C	10923	Woking Park Play Area (funded by S106/New Homes Bonus)	33				
C	20052	All Weather Pitch - Woking Football Club/Woking College (S106, grant and borrowing funded)	1,323	700			
C	20142	The Wyne Surgery Extension (funded by borrowing) *	0	650			
C	20143	Sheerwater Dentist Surgery - Provision of new surgery building (funded by borrowing) *	0	600			
C	10542	Lakeview Community Centre refurbishment (funded from GF reserves and HRA AMP)	84				
C	20184	Community Meals Office Relocation (funded from General Reserve)	29				
C	AF43176	Community Transport - Replacement vehicles (funded from reserves)	74	74	74	74	74
R	20158	Celebrate Woking (funded from reserves)	150	150	150	150	150
C	10874	Rhoda McGaw Theatre Refurbishment (funded by borrowing)	80	30			
C	10874	Rhoda McGaw Theatre Minor Items (funded by borrowing)	10	10	10	10	10
C	20081	Playing Pitch and Outdoor Facility Strategy Action Plan (funded from grant/contribution)	784	1,000	1,000		
C	20076	Woking Park Tennis Court Improvements (funded from grant/borrowing)	145	90			
C	20177	Woking Park - Mechanical Upgrade Works at Pool in the Park and Woking Leisure Centre (funded by borrowing)		600			
R/C	Various	Personalisation and Prevention Fund - Over-arching project (funded from grant)	169				
R	TMP18	Sheerwater Social Support (funded from reserves - Investment Strategy Reserve)	125	125	125	125	125



**INVESTMENT PROGRAMME 2018/19 - 2022/23**  
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**APPENDIX 6**

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
			£000	£000	£000	£000	£000
C	20045	Horsell Allotment and Amenity Facilities (funded from grant)	31				
C	20150	West Byfleet Play Area (funded from New Homes Bonus/grant)	60				
R	20149	Play Area and Skate Park Repairs (funded from revenue contingency)	88				
C	TMP19	Community Meals - Kitchen Equipment Replacement (funded from equipment reserve)	20	20	24		
C	TMP20	Woking Gymnastics Centre (funded by borrowing)	0	2,916	3,000		
C	TMP21	Redevelopment of YPod (funded by borrowing/grant/contributions) *		1,250			
C	TMP22	Canal Boat Basin (funded by borrowing) *		1,000	4,000		
		<b>Us</b>					
C	n/a	Asset Management Plan (funded by borrowing/revenue)	1,250	1,250	1,000	1,000	1,000
C	Appendix 4(b)	IT Programme (funded by borrowing)	1,359	1,128	650		
C	10615	IT Infrastructure (funded 180k from IT reserve)	180	180	180	180	180
R	n/a	Provision for Feasibility Studies (funded by revenue)	50	50	50	50	50
C	10881	Civic Offices Accommodation Strategy - Workstyle (funded by borrowing)	252				
C	20018	Civic Suite Refurbishment (funded by borrowing)	24				
C	TMP23	Civic Offices - Front Elevation Enhancements (funded by borrowing)	0	500			
C	TMP24	Civic Offices - Upgrade of heating and ventilation systems (funded by borrowing)	0	900	300		
C	20122	CCTV Infrastructure Upgrade and Formation of Town Centre Control Room (funded by borrowing/grant)	300	1,780			
C	TMP25	Capitalised salary costs for projects (funded by borrowing)	500	660	660	660	660
			330,695	112,043	139,924	73,500	18,537
		<b>Total</b>	<b>428,563</b>	<b>304,050</b>	<b>297,373</b>	<b>77,968</b>	<b>21,037</b>

\* Capitalisation/other mitigation of interest costs to apply

**INVESTMENT PROGRAMME 2018/19 - 2022/23**  
**GENERAL FUND PROJECTS**  
**(Finance cost included in revenue budget)**

APPENDIX 6a

REVENUE/ CAPITAL		PROJECT REF NUMBER	DETAILS OF PROJECT	18/19 £000	19/20 £000	20/21 £000	21/22 £000	22/23 £000
			<b>Asset Management Plan - Wolsey Place/Export House</b>					
			<u>Export House</u>					
C	*	TMP26	Secondary Means of Escape and Staircases - Finishes	0	50			
C	*	TMP27	External Window Cleaning Cradle	0	80			
C	*	TMP28	External Concrete Cladding	0		60		
C	*	TMP29	Windows (Value to be confirmed following inspection)					
C	*	TMP30	Main Roof	0		80		
C	*	20060	Fire Alarm	120				
C	*	TMP31	Building Management System	0	55			
C	*	20129	Repair of High Voltage Equipment	0	160			
C	*	20182	Refurbishment of Floors 3, 5, 11, 12, 13, 15	130				
			<b>Export House Sub-total</b>	250	345	140	0	0
			<u>Wolsey Place</u>					
C	*	TMP32	Switch room and switchboard - back of house and lift supplies	0	65			
C	*	20066	Replacement generator	0	55			
C	*	TMP33	Former LL Stores including kitchen and WC facilities	0	35			
C	*	TMP34	Common Area - Floor Finish	0	110			
C	*	TMP35	Smoke Vents - Mall	0	30			
C	*	TMP36	Spalling and Concrete Damage	0	40			
C	*	20082	Central Square - Lighting and Ceiling Finishes and Door Heaters in Wolsey Walk East (f	100				
			<b>Wolsey Place Sub-total</b>	100	335	0	0	0
			<u>Residential</u>					
C	*	TMP37	Lift Replacement	0	110			
C	*	TMP38	Balcony Finish	0	100			
C	*	TMP39	Main Staircase, Common Corridor and New Entrance Decoration		20			
C	*	TMP40	Spalling and Concrete Damage	0	40			

**INVESTMENT PROGRAMME 2018/19 - 2022/23**  
**GENERAL FUND PROJECTS**  
**(Finance cost included in revenue budget)**

**APPENDIX 6a**

REVENUE/ CAPITAL	PROJECT REF NUMBER	DETAILS OF PROJECT	18/19  £000	19/20  £000	20/21  £000	21/22  £000	22/23  £000
		<b>Residential Sub-total</b>	0	270	0	0	0
		<u>Contingency</u>	0	500			
		<b>Total</b>	<b>350</b>	<b>950</b>	<b>140</b>	<b>0</b>	<b>0</b>

\* Detailed costings are yet to be carried out. Accordingly a contingency has been included to cover the possibility of increased costs.

\*\* To be recovered through service charge.

**INVESTMENT PROGRAMME 2018/19 - 2022/23**  
**GENERAL FUND PROJECTS**  
 (Finance cost included in revenue budget)

APPENDIX 6b

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REVENUE / CAPITAL	PROJEC T REF NUMBER	DETAILS OF PROJECT	18/19  £000	19/20  £000	20/21  £000	21/22  £000	22/23  £000
		<b>IT Programme</b>					
C	10323	Direct Public Pages (Self Service for back office systems)	100	50			
C	10865	Sharepoint/Records Management/Transformation	25				
C	20172	Open Housing Implementation	393	107			
C	10717	BYOD/Mobile Working	40	60			
C	20034	Integra upgrade/bring back in house	0		50		
C	20075	Web Redevelopment	44				
C	20035	Shikari Development/Replacement	30				
C	20101	Firewall and Remote Access - Netscaler Remote Access Equipment		101			
C	TMP41	Unified Communications		100			
C	TMP42	Central Post Opening/Scanning	0		100		
C	TMP43	Telephony Upgrade	0	150	100		
C	TMP44	Network Upgrade	0	200			
C	20169	Alternative Premises Plan	23				
C	TMP45	PCI Compliance	20				
C	TMP46	Kbox Replacement	0	60			
C	20187	Woking Park Wi-fi Installation	250				
C	20193	Egress/Secure Emails/File transfer	60				
C	20170	GDPR software upgrades/additional requirements	50	50			
C	TMP47	Contact Relationship Management			200		
C	TMP48	Review of Cloud/hosting services		200	200		
C	TMP49	Print to Mailout Services		50			
C	TMP50	Replacement for IPF Estate Management System (value to be confirmed)					
		<b>Total</b>	<b>1,035</b>	<b>1,128</b>	<b>650</b>	<b>0</b>	<b>0</b>

Title	Project Reference	Project Description	Project Manager
Playground Improvements Phase 4	10206	The primary aim of this project is to improve the quality and safety of 10 Council owned playgrounds, to increase enjoyment of users and to increase levels of use of play areas.	Arran Henderson
SPA Interim Strategy	10207	The project is to implement site improvements to Brookwood Country Park and White Rose Lane Site of Nature Conservation Interest in line with the details of the SPA Interim Strategy.	Arran Henderson
Local Development Framework	10297	The Council has a statutory responsibility to produce a Local Development Framework (LDF) which will comprise a suite of documents to guide future development within the Borough. This project will facilitate the delivery of all of these documents.	Ernest Amoako
Mobile Working and Network and Telephony Upgrade	10717	This project will establish the framework to allow Officers to access systems and data remotely and look at how the telephony and network can be upgraded to support the business requirements in a resilient manner over the next 3-5 years.	Jamie Archer
SharePoint Implementation	10865	The objective of the project is to implement SharePoint 2010 to provide joined-up solution to electronic records management, application development and intranet upgrade.	Pino Mastromarco
Rhoda McGaw Theatre Refurbishment Phase 1	10874	The objective of this project is to undertake a refurbishment of Rhoda McGaw Theatre against a prescribed list of equipment / building works required as agreed with the Ambassadors Theater Group and Rhoda McGaw Theatre User Group.	David Loveless
Civic Offices Accommodation Strategy	10881	To provide improved utilisation of the Civic Offices to allow collocation with other statutory and voluntary organisation service providers.	Amanda Jeffrey
Goldsworth Park Rec and Wetland Improvement	10883	To provide additional wetland/open water at Goldsworth Park Recreation Ground alongside improved recreational facilities.	Arran Henderson



Title	Project Reference	Project Description	Project Manager
Town Centre Planned Maintenance	10889	As part of a wider Town Centre management agreement with Surrey County Council it is proposed to complete a planned maintenance programme to upgrade key pedestrian routes through the Town.	Geoff McManus
River Wey Flood Protection- Byfleet	10917	To remove properties from the risk of flooding and enhance the environment and bio-diversity and public accessibility of green space to the south and east of Byfleet.	Geoff McManus
River Wey Flood Protection- Old Woking	10918	To remove properties from the risk of flooding and enhance the environment and bio-diversity and public accessibility of Mill Moor.	Geoff McManus
Woking Park Play Area	10923	To Rebuild the Play Area at Woking Park.	Arran Henderson
Sheerwater Regeneration Project	20000	The objective of this project is to plan and deliver enhancements to the area of Sheerwater to enable the regeneration of the area.	Mark Rolt
Civic Suite Refurbishment	20018	Refurbishment of the Council Chamber and Committee Rooms 1a & b. Formation of a new meeting room within the area currently allocated to the members lounge. Formation of a new member's facility within the area currently allocated to Committee Room 2.	David Loveless
Integra Upgrade	20034	Upgrade Integra finance system.	Chris White
Personalisation and Prevention Partnership Fund	20035	The project will implement a range of initiatives for older people and people with learning difficulties to keep them healthy, active and independent.	Jade Buckingham
Hoe Valley School	20040	Provision of four form entry secondary school, leisure facilities and athletics track at Egley Road.	Ian Tomes

Title	Project Reference	Project Description	Project Manager
Sutton Green Flood Alleviation Investigation	20042	The project consists of investigating the existing surface water flood risk in Sutton Green along New Lane and Sutton Green Road and prepare a suite of options to rectify the existing situation.	Katherine Waters
Horsell Allotment Amenity Hut	20045	Provide a new site amenity building at Horsell Allotments in Bullbeggars Lane.	David Loveless
All Weather Pitch WFC and Woking College: Phase 1	20052	To assist Woking Football Club (on behalf of 'Cardinals in the Community') in association with Woking College to undertake a feasibility exercise and submission of planning application for installation of a 3G Pitch at Woking College together with new changing, office, club room/teaching pavilion; re-configuration of existing grass pitches and additional car parking spaces.	Sue Barham
Export House Replacement Fire Alarm	20060	Replacement of fire alarm system comprising panel, detectors, sounders and wiring.	David Loveless
Developing a Favourable Conservation Status Licence	20067	Woking Borough Council and Natural England (NE) to work together to develop a new development licensing policy to trial a licence for "Favourable Conservation Status".	Tracey Haskins
Corporate Website Redevelopment	20075	Project to redevelop the Corporate Website to encourage more residents to access information and services online.	Andrew Gresham
Woking Park Tennis Court Improvements	20076	Resurfacing of two tennis courts and floodlighting four courts, 50% of the cost of the project will be applied for via the Lawn Tennis Association.	Michelle Melia

Title	Project Reference	Project Description	Project Manager
Wolsey Place Heating and Lighting Improvements	20082	The lighting to Central Square is poor. It is proposed to replace defective and poor flourescent and incandescent fittings with new LED lights to both improve the lighting levels and reduce running costs. Poor and tired decorations to steelwork and and plasterboard soffits to be improved and decorated to Central square There is a cold draught issue in Wolsey walk east, a 'door heater' is to be installed at the lobby adjacent Paperchase and Starbucks.	Ian Tomes
Heathside Car Park- Additional Parking Provision	20099	Extension to provide additional parking decks.	David Loveless
Pool in the Park- Changing Room Upgrades	20104	Refurbishment of the changing rooms WCs and teaching pool viewing area	David Loveless
Rainwater Gardens	20120	Project to develop a rainwater gardens guide for householders and some pilot works to help reduce the flow of surface water after heavy rain in key locations in Woking town centre reducing flood risk to people and property	Lara Beattie
CCTV Upgrade and New Control Room	20122	Replacement of the public realm CCTV system and construction of a new Town Centre Control Room and ARC Facility	David Loveless
Woking Integrated Transport	20124	This project will deliver multi modal transport improvements, improving the public realm and unlocking areas that are necessary for the delivery of the Victoria Square project. The infrastructure works resulting from this project will enable this to happen.	Faouzi Saffar
Export House - Replacement of High Voltage Switchgear	20129	Replacement of the High Voltage Equipment including Associated Remedial Works	David Loveless



Title	Project Reference	Project Description	Project Manager
Leisure Centre - Building Management System Upgrade	20135	Replacement of failed elements of the building management system	David Loveless
The Vyne - Surgery Extension	20142	Extension to existing surgery to provide additional consultation rooms and increased reception area	David Loveless
Construction of New Dentist Surgery	20143	Construction of new building to accommodate treatment rooms reception and back of house facilities	David Loveless
Leisure Lagoon Modernisation	20146	Installation of new play structure within the lagoon, replacement of main control panel, and upgrade of water feature plant. Removal of existing flumes installation of two new flumes and upgrade of pumps to improve operational efficiency	David Loveless
Play Area and Skate Park Repairs	20149	To undertake essential repair work at Woking Park and Lakeview skateparks and replace fencing at Boundary Road Goldsworth Park and Wheatsheaf Recreation Grounds	Arran Henderson
West Byfleet Play Area Improvements	20150	West Byfleet Play Area Improvements	Arran Henderson
Sheerwater Regeneration Implementation	20167	Implementation phase of the Sheerwater Regeneration scheme	
Queen Elizabeth Gardens Lighting Column Replacement	20168	There are four concrete lighting columns in Queen Elizabeth Gardens Horsell which have developed cracks near their bases and are showing signs of spalling This means that they are weak and prone to falling in high winds making them a health and safety risk The project will involve removing these four concrete columns and replacing them with four new columns and lanterns in a similar style	Arran Henderson

Title	Project Reference	Project Description	Project Manager
Alternative Premises Plan	20169	Project to set up an alternative premises at the Leisure Centre to be used if there is ever an emergency that means that we don't have access to the Civic Offices	Pino Mastromarco
GDPR Compliance	20170	Project to bring the organisation in line with the new GDPR legislation	Robert Bishop
Queen Elizabeth Gardens drainage and landscaping	20171	This project will address drainage and erosion issues on the embankment and informal recreation area at the back of the scout hut at QE Gardens in Horsell	Arran Henderson
Open Housing Implementation	20172	Open housing implementation	Alison Cornacchia/ Adele Devon
Pool in the Park Mechanical Upgrade Works	20177	Replacement of defective pipework fan coil units and radiators	David Loveless
Celebrate Woking 2018-19	20179	A project to deliver various events across the borough including Party in the Park and the Food Festival	Riette Thomas
Best Bar None 2018	20180	Best Bar None 2018	Chris Norrington
Refurbishment of 6 floors at Export House	20182	The project will be broken down into 3 phases. Phase 1 will be based on the subdivision of the 5th floor of Export House to create three separate demises. Phase 2 will encompass the refurbishment of floors 11, 12, 13 and 15. Phase 3 will be the refurbishment of the 3rd floor.	Ian Tones
Community Meals Office Relocation	20184	To relocate the meals service team from the 1st floor in Brockhill to a ground floor location. To then move a SCC care provider into the vacated space on the 1st floor.	Stephen Petford

Title	Project Reference	Project Description	Project Manager
Woking Park- CCTV Installation	20186	Installation new CCTV system within Woking Park covering the main entrances and pedestrian routes	David Loveless
Woking Park- WiFi Installation	20187	Installation of free to use public access WiFi within Woking Park.	David Loveless
Repairs to road outside St Johns Church	20189	The objective of this project is to resurface the entire section of road outside St Johns Church with a bituminous overlay to reduce the danger to highway users	George Chisenga
Old Woking Independent Living	20191	The construction of approximately 60 independent living units at 63-65 High Street Old Woking The scheme will consist of one-bed units and 3 to 5 two-bed units Each unit will comprise 1 bedroom bathroom small kitchen and living room	Ian Tomes
Egress Implementation	20193	Egress Implementation	Jamie Archer
Local Full Fibre Networks Bid	20197	To procure a specialist consultant to produce a bid document suitable for submission to the third wave of bids offered by the Local Full Fibre Network Challenge, Department for Digital, Culture, Media & Sport.	Chris Norrington
Duke's Court Plaza	20209	The project involves the redesign of the area to the front of Duke's Court to create a pedestrianised "plaza", an open space which will provide a connection between the town centre and the building complex, from all directions. The plaza is also to include the provision of a new 2500 sq ft restaurant space.	Vanessa Tabner
Celebrate Woking 2019-20	20212	A project to deliver various events across the borough, including Party in the Park and the Food Festival.	Riette Thomas

