

Annual Procurement Forward Plan (APFP) Savings in 2024/25

Did you use the EIA Screening Tool?

No

1. Explaining the matter being assessed

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

This EIA is providing an overview of potential impacts related to Surrey County Council's intention to reduce the budget for services being procured as part of the 2023/24 APFP to go live in 2024/25, to yield savings as part of the medium term financial strategy (MTFS). This EIA will not outline specific impacts of each procurement project included on the 2023/24 APFP but will provide insight into how we will ensure that the measure of equality impact is a key component of any activity.

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

The aim of the efficiencies linked to services being procured from April 2023, is to ensure Children's Services in Surrey are delivered within the budget envelope, ensuring long-term financial stability in the county.

The APFP 2024/25 efficiencies project is aligned to Surrey's Community Vision for 2030 with a commitment to promoting the ambitions, that:

- Children and young people are safe and feel safe and confident.
- Everyone benefits from education, skills and employment opportunities that help them succeed in life
- Everyone lives healthy, active, and fulfilling lives, and makes good choices about their wellbeing.
- Everyone gets the health and social care support and information they need at the right time and place.
- Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life.
- Everyone has a place they can call home, with appropriate housing for all.

Surrey's need to manage the budget effectively is imperative in order to deliver services which meet the needs of all children, and young people in Surrey, whilst ensuring value for money across the commissioned services portfolio.

Any reduction in budget is likely to impact the quantity of any service delivered but it is Commissioning's ambition to redesign services which take advantage of more cost effective alternative delivery models.

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The first is renegotiating with incumbent providers to reduce the overall cost of service. This would require reassessment of the need for the service to understand if there are opportunities to streamline the current scope. Are we already providing this service elsewhere? Do we require the current level of service? Is the service we are procuring still fit for purpose, or is there something else we could be doing, perhaps at a lower cost?

The second is, grouping services together into a broader prospectus of services which increase competition between providers which in theory should bring about more competitive rates. One area where this will be explored is the provision of services relating to our post-16 cohort within SEND and Education.

Issuing contracts for longer durations, providing stability for providers, rather than working year-to-year which often takes time away from the actual delivery of services. This should broaden the potential pool and encourage more providers to bid for work. This too will give providers the time and motivation to innovate within their specialities to bring about efficiencies within their delivery.

This approach will require SCC to set prices which factor in inflationary uplifts at appropriate intervals to remain attractive to providers. Setting prices with clearly defined inflationary uplifts which reduce the need to renegotiate contract values upwards during the term of the contract. The longer term transparency of prices will help improve budgeting for future years. It's collectively recognised that it's a false economy to try and stifle inflationary uplifts across the contract base, and counter-intuitive if the ambition is to secure longer duration contracts in the future.

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

County-wide

Detail here who you have involved with completing this EIA. For each include:

This EIA has been drafted in advance of re-commissioning activity taking place, to outline the broad equality impacts which will require careful consideration. The equality impacts of each procurement activity will be identified as part of the usual process for recommissioning. Providers responding to tenders will be invited to indicate how their proposal, if successful, would impact on equalities. Below is a list of all identified projects which *may* require procurement activity from April 2023 for services due to commence in April 2024 and beyond.

Service	Contract Name	Contract Description	Existing or New
SEND, Edu	SCC Independent Travel Training	Independent Travel Training provides young people with a tailored training course with practical help offered by a trainer in travelling by public transport, on foot or by bicycle. It also offers a buddy service or peer travel companion.	Existing

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Service	Contract Name	Contract Description	Existing or New
Adolescent Services	Employment for young ex-offenders in watercourse and horticultural services (The Skill Mill Partnership)	Employment for ex-offenders only, actively reducing reoffending whilst increasing engagement, participation, employability, and educational levels of the young people to increase their life chances.	Existing
Corporate Parenting	SCC Children's Residential Services Framework	Provision of residential care services for children and young people in Surrey.	Existing
Corporate Parenting	Forensic Testing Services Framework	Provision of Forensic Testing services as required by the courts. Examples such as substance misuses and paternity testing.	Existing
Corporate Parenting	Independent Assessments	Provision of Independent Expert Assessments within Childrens Social Care to support care planning decisions. Specialist Assessments are completed by Independent Social Workers, Psychologists, Psychiatrists, and a range of other experts.	Existing
Corporate Parenting	Nurse Plus and Carer Plus (UK) Ltd	Ruth House works with children with learning/physical Disability and or Autism aged 11 to 18 it consists of 4 separate flats within one building and has capacity to work with 11 children across the flats. There is a registered manager across Ruth House and the home is inspected by Ofsted.	Existing
Corporate Parenting	Attendance and Monitoring of Looked After Children Service	Services to monitor the attendance of pupils within Surrey County Council's Virtual School for Children in Care at their respective educational provisions.	Existing
SEND, Edu	Provision of Client Assisted Passenger Service and provision of transport such as Taxis/buses etc.	A Platform or Framework for Commissioning Surrey Transport Assistance Service for the future commissioning of SEND and Mainstream home to school; inclusive of SEND, Mainstream, Adults, and ad-hoc Children transport service. The cost includes the platform and the provision of transport services.	Existing

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Service	Contract Name	Contract Description	Existing or New
SEND, Edu	Provision of Supported Internships	Supported internships support young people with EHCP plans to gain paid employment by: * supporting them to develop the skills valued by employers * enabling them to demonstrate their value in the workplace * developing confidence in their own abilities to perform successfully at work.	New contract
SEND, Edu	Support for Young People affected by anxiety and Trauma to access employment or education opportunities	Support for Young People affected by anxiety and Trauma to access employment or education opportunities	New contract
SEND, Edu	Post 16 support scheme for Autistic Spectrum Condition	A bespoke scheme/s to enable young people with autism access to local employment/educational opportunities.	New contract
SEND, Edu	Provision of high support Post 16 programme to access local employment opportunities	Programme to prepare young people with additional needs that may require more intensive support to prepare for adulthood and for them to be ready for the workplace.	New contract
SEND, Edu	Independent Alternative Provision (AP) Framework	Alternative Provision is education arranged by local authorities for pupils who, because of exclusion, illness, or other reasons, would not otherwise receive suitable education. Services are broad ranging and as an example cover such services as Personal Tutors, Physiotherapists, Speech and Language Therapists, outdoor learning centres, Animal-assisted therapeutic centres.	New contract
SEND, Edu	Statutory and non-statutory arrangements	Surrey County Council has a strong commitment to its role to ensure education safeguarding and	Existing

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Service	Contract Name	Contract Description	Existing or New
	for schools' improvement	the quality of education provision. SCC has statutory duties related to school improvement	
SEND, Edu	Mediation and Disagreement resolution services framework	A service that provides an efficient and confidential mediation and disagreement resolution services for a broad range of personal or professional disputes.	Existing
Corporate Parenting	The House Project	Young people preparing to leave care in Surrey will get the opportunity to learn new skills and move into their own home through a ground-breaking programme that supports them to live independently.	New
Family Resilience	Parenting Outreach Services	The service supports families with children up to the age of 11 – either with 1-1 support, group work or running courses, depending on their needs. Whilst it was identified that this service would support families that require Early Help (Level 2) based on the Surrey Effective Support Windscreen, partners have been supporting families across the whole continuum, including those on child protection (CP) and child in need (CiN). The service is commissioned to provide parenting support to work specifically with families considered: Vulnerable (Experiencing Domestic Abuse (DA), addiction, mental health etc.); Families that have a child in the 1st 1000 days; Families that have children with additional needs	Existing
Family Resilience	Family centres	Family centres are community resources providing local support to parents and children (0-11years) . This helps family members to develop their confidence and qualities to participate in and change their families and the direction of their own lives	Existing
Family Resilience	SCC Early Help Mini Comp Call-off contracts	Voluntary Sector contracts that deliver a Level 2 service to families and children aged 0-19. Agreement from Children's LT on 1st September 2021 for a 2-year extension with a contract variation in order to include L2 contracts as part of	Existing

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Service	Contract Name	Contract Description	Existing or New
		a wider whole system EH recommissioning transformation project.	
Family Resilience	Family Support Programme	Family Support Programme focuses on improving outcomes for children aged 5 to 18 years needing additional help. These include, but are not limited to, children whose needs are complex and enduring (Specialist) and children whose needs are more complex with more than one service involved as part of a coordinated multi-disciplinary assessment and plan (Targeted Help)	Existing
Health	Personal Support DPS	SCC has a statutory duty to support disabled children, young people and their families with short breaks. Personal support services are part of the overall short breaks offer, providing care and support within the home and also outside, the home supporting children and young people to access and be included in social and leisure activities in their local communities	Existing
Domestic Abuse	DA Transformation Programme - DA Outreach	SCC will provide a service to its residents that provides specialist domestic abuse services in Surrey. We will work to ensure that all survivors of domestic abuse are safe and empower them to effect change.	Existing
Domestic Abuse	DA Transformation Programme - Perpetrator Programme	Hopefully following a successful pilot, we will commission a service that concentrates on prevention of domestic abuse - improving our support and challenge to young people who demonstrate abusive behaviour in relationships with intimate partners, their parents/carers and other family members.	Existing
Domestic Abuse	DA Transformation Programme - Implementation as Part 4 of the Domestic Abuse Act	A needs assessment is currently being undertaken that will identify gaps in service that need to be implemented in Surrey to ensure survivors of domestic abuse and their children are safe.	Existing

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Service	Contract Name	Contract Description	Existing or New
Domestic Abuse	DA Transformation Programme - Refuge for victims of DA and their Children	SCC will commission housing support that wraps around the adults and children that are survivors of domestic abuse	Existing

Of this portfolio, there are 4 specific programmes of work which have been identified for potential savings from 2024/25. It is for the protected groups accessing these services that any future EIA will focus on.

1. Early Help Programme – Services are currently split across four separate contracts, Family Centres, Family Support Programme, Early Help contracts and Parenting Outreach services, at a value of c.£2.8M annually. This area has had extensive work in recent months in preparation for the re-procurement of these services from 2024. A needs assessment has taken place, with findings being shared at various boards. This will inform if we have the opportunity to re-define the scope of this work and to understand if any technological advances might help shape the future-look of this service, perhaps with more provision moving online which may help to reduce cost. In addition, there may be an opportunity to re-procure these services as one contract. Anecdotally, we know that a reduction in investment in this area only adds to the financial strain further down the line through greater need for level 4 services, so it is crucial the right balance is struck, to prevent avoidable additional demand in later years.

Identifying efficiencies in this area will require a deeper understanding of what options are available to deliver this service effectively, which might be quite different to how things have been done up to now. This will be about enhancing an existing service and maximising the budget to improve outcomes for children and families in Surrey.

A significant amount of work was undertaken in partnership with Impower to document the Prevention Spend Mapping in Surrey, categorised into ‘Start Well’ and ‘Live & Age Well’. This was to provide visibility of spend on preventative measures. Whilst this has not resulted in committed efficiencies to date, it is recognised as ‘enabling work’ to help understand savings opportunities. This work will form part of the financial planning for 2023/24 and beyond in conjunction with the Twin Track programme.

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2. Domestic Abuse (DA) Programme – valued at £0.7m annually. Opportunities for savings are lower in this area compared to other options noted. Work is taking place to define what the DA programme should look like and how much of this can be commissioned under one substantial contract.

Budget Area	Contract Name (over Regulatory Threshold, £213,477 inclusive of VAT)	Sum of Estimated annual value	Estimated Annual Saving				
			Sum of 5% Saving	Sum of 10% Saving	Sum of 20% Saving	Sum of 35% Saving	
General Fund	DA Transformation Programme - DA Outreach	£ 350,906	£ 17,545	£ 35,091	£ 70,181	£ 122,817	
	DA Transformation Programme - Implementation as Part 4 of the Domestic Abuse Act	£ 120,000	£ 6,000	£ 12,000	£ 24,000	£ 42,000	
	DA Transformation Programme - Perpetrator Programme	£ 120,000	£ 6,000	£ 12,000	£ 24,000	£ 42,000	
	DA Transformation Programme - Refuge for victims of DA and their Children	£ 112,000	£ 5,600	£ 11,200	£ 22,400	£ 39,200	
Grand Total		£ 702,906	£ 35,145	£ 70,291	£ 140,581	£ 246,017	

3. Assessment/Expertise services – The statutory nature of these services means they must be instigated when required. The current DPS frameworks for Forensic Testing and Independent Assessments work to a degree. However, there are operational efficiencies which would enhance their effectiveness, such as waiting for all bids to be received before awarding a package of work. Anecdotally, in some cases, work is awarded to the first response, rather than waiting until the deadline to assess bids and make an informed choice on value for money and suitability based on the needs of the families.

£1.15m is spent annually, for the two assessment services, shown with the darker orange box. A 5% saving in this area would equate to £57.5k annually. Whilst a £37k annualised saving was achieved during the last recommissioning for Forensic Testing services in 2021, there may still be a savings opportunity through recommissioning these services as a prospectus of services rather than individually.

Attendance Monitoring of Looked After Children, currently delivered by Welfare Call has recently been procured to run to July 2025, however, there could be an opportunity to bring this service in house to achieve efficiencies and embed this within the Virtual School.

Budget Area	Contract Name (over Regulatory Threshold, £213,477 inclusive of VAT)	Sum of Estimated annual value	Estimated Annual Saving			
			Sum of 5% Saving	Sum of 10% Saving	Sum of 20% Saving	Sum of 35% Saving
General Fund	Attendance and Monitoring of Looked After Children Service	£ 119,286	£ 5,964	£ 11,929	£ 23,857	£ 41,750
	Forensic Testing Services Framework	£ 150,000	£ 7,500	£ 15,000	£ 30,000	£ 52,500
	Independent Assessments	£ 1,000,000	£ 50,000	£ 100,000	£ 200,000	£ 350,000
	SCC Children's Residential Services Framework	£ 6,000,000	£ 300,000	£ 600,000	£ 1,200,000	£ 2,100,000
	The House Project	£ 32,000	£ 1,600	£ 3,200	£ 6,400	£ 11,200
	Nurse Plus and Carer Plus (UK) Ltd	£ 114,947	£ 5,747	£ 11,495	£ 22,989	£ 40,232
Grand Total		£ 7,416,233	£ 370,812	£ 741,623	£ 1,483,247	£ 2,595,682

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4. Post-16 services - There are five services on the 2023/24 APFP which relate to this area of work, and there's an opportunity to consider the option of procuring these services as a collective, perhaps across different lots, given that a number of these providers likely provide services across more than one area. These have been classified as new contracts on page 4:

- Independent Alternative Provision Framework
- Post 16 support scheme for Autism Spectrum Condition
- Provision of high support Post 16 programme to access local employment opportunities
- Provision of Supported Internships
- Support for young people affected by anxiety and trauma to access employment or education opportunities

These services help us limit the number of children and young people at risk of not being employed, in education or training (NEET) and aligns to our statutory obligation to ensure children with special educational needs are supported until 25 as part of their preparation for adulthood journey. Currently these services are procured individually, and significant work is being undertaken by commissioning colleagues to map these services out and to understand, more deeply, what services they are providing. The introduction of a DPS would bring about competition for these packages of work and enable us to challenge the market on the right price. Given the volume of services procured in this area, we would very much expect to be able to achieve efficiencies through volume purchasing.

The current annual value of these services is estimated at c.£5.8m. A 5% saving in year 1 of these services would be £0.3m rising to £2m if we were to reduce the budget by 35%.

At this time, it is assumed that all services fall into the designated schools grant/ high needs block and as such outside of scope of general fund savings. However, it is recognised that savings are needed across the directorate and that there is a collective responsibility to optimise the use of council funding across every service, achieving value for money for the residents of Surrey.

Budget Area	Contract Name (over Regulatory Threshold, £213,477 inclusive of VAT)	Sum of Estimated annual value	Estimated Annual Saving			
			Sum of 5% Saving	Sum of 10% Saving	Sum of 20% Saving	Sum of 35% Saving
High needs block	Independent Alternative Provision (AP) Framework	£ 4,200,000	£ 210,000	£ 420,000	£ 840,000	£ 1,470,000
	Post 16 support scheme for Autistic Spectrum Condition	£ 65,181	£ 3,259	£ 6,518	£ 13,036	£ 22,813
	Provision of high support Post 16 programme to access local employment opportunities	£ 1,305,145	£ 65,257	£ 130,515	£ 261,029	£ 456,801
	Provision of Supported Internships	£ 127,758	£ 6,388	£ 12,776	£ 25,552	£ 44,715
	Support for Young People affected by anxiety and Trauma to access employment or education opportunities	£ 86,000	£ 4,300	£ 8,600	£ 17,200	£ 30,100
Grand Total		£5,784,084	£289,204	£ 578,408	£1,156,817	£2,024,429

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In order for any of these savings to be realised through smarter commissioning design and effective procurement activity, it is assumed that the right commissioning resource will be in place to deliver, that demand will follow the forecasted projections and not significantly exceed this, that inflation will stabilise in the coming 12-18 months and that endorsement from stakeholders to issue longer contracts to deliver value will be received.

Each of the procurement requirements in 2023/24 will fall into one of two categories; the first are those where incremental gains could be achieved within existing services, and the other is where we're designing new services which have a primary principle of 'invest to save' and be aligned to the medium and long-term strategies of the directorate. Many of the existing services being recommissioned will be scrutinised to understand where delivery could be different, to maximise the positive outcomes for those using these services.

What work will be undertaken to determine equality impact of any budget reduction?

Every lead commissioner will be required to consider the impact of any budget reduction on the service and carry out a full assessment to ensure that none of the protected groups are disproportionately disadvantaged. Given that the current strategy is focused on a reduction across all services in the portfolio, it's difficult to identify any particular groups which may be adversely affected.

Activity to ensure any decision taken does not result in an adverse impact for any protected groups will be carried out as noted below:

1. Understanding current service scope and assessing impact of the service on the intended users – a full assessment of the current service will be carried out, through direct engagement with services users, our own knowledge via User Voice and Participation and other feedback channels, provider engagement and benchmarking with other local authorities' services.
2. A Needs Assessment – to qualify that the need exists in Surrey, and to understand to what extent any new service is expected to meet these needs.
3. Market research to understand what alternative models of delivery could be considered for any future service. Commissioners will be engaging with other local authorities to gather information on how similar services are being delivered elsewhere and whether they are appropriate for Surrey.
4. Full service scoping, costing, per targeted budget reductions, and EIAs for every new service being procured.

2. Service Users / Residents

To be determined as part of impact assessments for each contract.

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3. Staff

N/A

4. Recommendation

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

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

Explanation:

At this time, it is unclear what impact any potential budget saving will have on the people of Surrey, however it is recognised that a thorough EIA is required for each and every service before procurement activity can commence. Commissioners will consider the findings of every EIA and the intention will be to adjust the service specification to mitigate impact to vulnerable groups.

5. Action plan and monitoring arrangements

Item	Initiation Date	Action/Item	Person Actioning	Target Completion Date	Update/Notes	Open/ Closed
1						
2						
3						

6a. Version control

Version Number	Purpose/Change	Author	Date
1.0	Initial draft	Hannah Mace	18/11/2022
1.1	Update following review of draft		

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

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

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

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6b. Approval

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

Approved by	Date approved
Head of Service	18 November 2022
Executive Director	6 January 2023
Cabinet Member	
Directorate Equality Group	23 November 2022

Publish:

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

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

EIA author:

6c. EIA Team

Name	Job Title	Organisation	Team Role
Hannah Mace	Corporate Commissioning Officer	Surrey County Council	Children's Commissioning

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

Tel: 03456 009 009

Textphone (via Text Relay): 18001 03456 009 009

SMS: 07860 053 465

Email: contactcentre@surreycc.gov.uk