

County Council Meeting – 13 December 2011

REPORT OF THE CABINET

The Cabinet met on 1 and 29 November 2011. Members are reminded that all reports have been circulated with the agenda for that meeting.

In accordance with the Constitution, Members can ask questions of the appropriate Cabinet Member, seek clarification or make a statement on any of these issues without giving notice.

The minutes containing the individual decisions for the 1 November meeting are attached as an Annexe to this report. The minutes of the 29 November meeting will be circulated separately. Cabinet responses to Committee reports are included in or appended to the minutes. If any Member wishes to raise a question or make a statement on any of the matters in the minutes, notice must be given to Democratic Services by 12 noon on the day before the County Council meeting (Monday 12 December 2011).

For members of the public all non-confidential reports are available on the web site (www.surreycc.gov.uk) or on request from Democratic Services.

1. STATEMENTS/UPDATES FROM CABINET MEMBERS

(a) The Contact Centre

Members of the council, I would like to draw your attention to some of the activities that have been taking place in our Customer Services department over the last three months, which I think you will agree are truly outstanding.

Surrey's Customer Services team already enjoy an enviable national reputation, however in the last three months I believe this has risen to an even higher level. They have once again been named as one of the UK's top 50 call centres by the Times newspaper. During September and October alone the Contact Centre has been visited by numerous public and private sector organisations including Eurostar, Aviva, Veolia Water, Specsavers and Autoglass as well as council teams from Kent, Bracknell Forest, Port Talbot, Kirklees, Sutton, Gloucestershire, Northants and Barnet to name but a few.

Furthermore, officers from Customer Services are currently advising the National Audit Office on their plans to audit central government customer contact departments.

They are:

- leading a national project to align all local government fault reporting IT products.
- part of pathfinder project to unify all disabled parking badge systems.
- being filmed for a series of leadership masterclasses to be shown in the UK and Republic of Ireland.

- regularly called upon to share their expertise on the subject of multi channel customer contact at seminars, think tanks, webinars and via numerous published case studies, including one now in widespread use in the United States.

Over the next few months the department will launch a completely re written SNET, an online appointment booking system, the councils first mobile app, a digital TV Channel, a Facebook fault reporting system and an updated council website including many new features including social media.

Members may also have been aware of the large increase in calls that all council contact centres, including ours, have been experiencing this year leading to some longer waiting times. I am pleased to be able to inform councillors that whilst Surrey has been working on the major projects above the basics have not been ignored and our contact centre is currently beating it's customer wait time targets, despite the increase in calls and without exceeding its budget.

This exemplary department is due to move to County Hall by the end of January and they have asked me to extend a sincere and warm invitation to all council members to visit them in February for a tour of their new facility.

I am sure all Members of the Council will join me in congratulating Simon Pollock and all his staff for all their achievements this year.

Denise Saliagopoulos
Cabinet Member for Community Services and the 2012 Games

(b) Recycling in Surrey

On 10 November 2011, I sent a letter of congratulations to the Leader of Surrey Heath Borough Council after their success at this year's National Recycling Awards. Surrey Heath was awarded the Local Authority Target Success award in recognition of their rapid improvement to become one of the leading recyclers in the country. Since 2009, they have doubled their recycling rate to 64% and continue to work hard to improve even further.

The recycling improvement in Surrey Heath is indicative of the progress being made by all of Surrey's district and borough councils. In 2006, all 12 of Surrey's authorities signed up to our first joint waste strategy, and at that time our recycling rate stood at 28%. Since then, huge strides have been made in kerbside collection systems. The range of materials collected continues to grow, with all District and Borough councils either already collecting food waste or having advanced plans to do so by the end of next year. This coupled with the County Council's comprehensive Community Recycling Centre redevelopment programme means that today, over 50% of Surrey's household waste is recycled, nearly a decade ahead of the National Waste Strategy target.

Last year, Surrey's authorities set themselves a very challenging recycling target of 70% to be achieved by 2014. And progress is already being made. All 12 authorities are currently putting together detailed Action Plans, learning from each other and from best practice across the world to improve the way we do things. Also new

arrangements are being discussed that will allow investment to be made in improving performance and increase efficiency, in order to reduce the cost burden of managing our waste into the future.

This continuing improvement in performance and our ability to work in partnership is an excellent example of how two tier authority working can be successful and achieve real benefit for the taxpayers of Surrey.

Ian Lake
Cabinet Member for Transport and Environment

(c) Charter for Elected Member Development

I am pleased to inform Members that the county council has been judged to have met the standards of the South East Charter for Elected Members Development and has therefore been awarded Charter status for three years from 25 October 2011. By achieving the Charter, the authority has demonstrated:

- a strategic approach and commitment to member development;
- that a Member learning and development plan is in place;
- that learning and development is effective in building capacity; and
- that Members are supported.

The county council signed up to the Charter in 2008 and the cross-party Member Development Steering Group has worked tirelessly since that time to achieve the objectives set out in its Charter action plan. The award of the Charter follows a visit in October by an assessment panel convened by South East Employers, led by a peer member from Kent County Council. The panel spoke to a number of Members and officers during the assessment day, including the Chief Executive, group leaders and Members from each of the three political groups, and concluded that the county council had comprehensively met all the criteria for the award of the Charter.

I would like to thank those who participated in that assessment day, as well as the Member Development Steering Group – David Hodge, Steve Cossar, Zully Grant-Duff, Peter Lambell and Chris Townsend – the Assistant Chief Executive, and colleagues in Democratic Services and HR, for their commitment and contribution to the achievement of the Charter.

Among the particular strengths highlighted in the assessment team's report were:

- the council's political and managerial leadership commitment to member development;
- that commitment to learning goes beyond political and senior leaders –“assessors were impressed to meet a council that could genuinely be said to be a learning organisation”;
- the supportive culture for member learning and development;
- the citizenship activities undertaken by the council, which “are strong and go beyond what many authorities do”; and
- the positive Member/Officer relationships, which allow for frank and constructive discussion around development needs and how they can be met.

The assessment team also suggested a number of areas for improvement and I look forward to leading the Member Development Steering Group in developing an action plan to address those areas in preparation for the assessors' follow-up visit in 18 months' time.

Helyn Clack
Cabinet Member for Change & Efficiency

2. REPORTS FOR INFORMATION / DISCUSSION

29 November 2011

A TIME FOR LEADERSHIP: LEADING THE CHANGE AGENDA

1. The changing face of the public sector and the need to provide services within a significantly reduced financial envelope is encouraging organisations to work together in developing innovative approaches to service delivery.
2. The County Council is building a strong foundation from where it can take partnership working to a new and successful level. Our fit for the future corporate change programme has enabled us to take a systematic and focused approach to meeting the financial challenges we face, whilst providing Surrey's residents with value for money. The Public Value Reviews have also been the catalyst for developing new and innovative ways to deliver services, helping to place us at the forefront of stronger partnership working.
3. Since 2009 the County Council has developed a collaborative approach to delivering services, improving the residents' experience of the County Council and the wider public sector and generating efficiencies.
4. The authorities within the South East 7 (SE7) partnership, (excluding schools), has a total annual spending power of £6bn in revenue budgets. Partnership working provides a major opportunity to drive out efficiencies and savings.
5. There are four phases which each of our services will go through in the journey to partnering:
 - Reconfiguring our service provision to ensure we are Fit for the Future and delivering **the best quality services to residents at lowest cost**.
 - Ensuring that our services are **fit for partnering** supported by a culture of adaptability and the customer being at the heart of everything we do
 - Engaging in opportunities for **collaboration**
 - Organisational **Integration** – one team across organisational boundaries
6. The County Council plays a key role in the South East 7 (SE7) partnership. The partnership originally focused on four core themes - special education needs, waste disposal, ICT and highways maintenance. It has now expanded its programme to include: commodities procurement, flood management, insurance claims, property, legal advice, health reform, and learning.

7. In 2010 Surrey County Council, the 11 District and Borough Councils and Surrey Police formed Surrey First Joint Committee. Surrey First drives joint working in relation to five core work streams of Human Resources, Asset Management, Information Technology, Waste Management and Joint Procurement. This partnership has led to strong collaborative arrangements. For example; the Surrey Public Sector Estates Review has brought together the partners, Central Government and Surrey NHS to consider how to more effectively use our asset base.
8. All services have been reviewed through the Public Value Review process. Through this process the directorate has benchmarked all its services against best in class. In many areas it found that services are already high performing and low cost when benchmarked against private and public sector organisations. In some areas there is more work to do and plans have been developed to improve, including the implementation of lean thinking and the use of Rapid Improvement Events.
9. Significantly, a Joint Working Agreement with Hampshire County Council on a number of property initiatives, including pooling projects and resources to maximise buying power and delivery of capital building projects. Our respective property and procurement teams are working jointly on construction and maintenance contracts. We are also implementing a property asset management system (PAMS) in partnership that will be open to other named Surrey and South East local authorities. Together with Hampshire and West Sussex County Councils, we have taken a co-ordinated approach in response to the James Education Capital Review Consultation. This advocates a joint working approach to schools delivery programmes by the local authorities and has been favourably received.
10. The Procurement and Commissioning service have explored opportunities for developing partnerships with other County Councils, and discussions have been taken forward with East Sussex County Council to develop a business case for creating a shared procurement model. These initial discussions have identified a strong common strategic vision for procurement and a genuine and shared appetite for joint areas of development.
11. The way our partnership arrangements develop will be critical to the success for all parties involved – the partners and the customers being served. Partnership working will grow from open conversations and an understanding where and if there are opportunities for collaboration. Developing trust between the political leadership and officers alike, will be essential to the development of any partnership. This trusted relationship is already evidenced through the SE7 and Surrey First partnerships.
12. The core principles that underpin our partnership working will be:
 - a. To have shared values and a strong ethos of public value
 - b. To have a shared strategic aim
 - c. To have a shared culture fit
 - d. To have a desire to deliver cost effective service for the public sector
13. Partnerships will require strong political leadership and will operate within the following framework:
 - a. To create a vision and strategic objectives for the partnership
 - b. To identify the areas of partnership working

- c. To agree the way in which these areas could be delivered most effectively recognising:
 - i. The drive to deliver the best quality services to residents
 - ii. The resource requirements (staff & infrastructure)
 - iii. Professional specialisms – skills and capacity of each organisation
 - iv. Cost comparisons of the organisations, impact analysis
 - v. The opportunity to increase resilience
- d. To produce a business case and identify any investment, short or long term to achieve the benefits and savings to the respective partners
- e. To create an operating model for the partnership, including the governance and risk management arrangements

14. The Cabinet agreed:

- (1) That the strategy to share services in partnership with other organisations be endorsed.
- (2) That the specific directorate work that contributes to successful partnerships be endorsed.
- (3) That the creation of a shared procurement model with East Sussex County Council be supported

That the Leader of the Council delegate the decision to establish a procurement partnership with East Sussex County Council, as set out in paragraphs 25 -27, to the Deputy Leader in consultation with the Cabinet Member for Change and Efficiency, subject to approval of the business case.

B QUARTERLY REPORT ON DECISIONS TAKEN UNDER SPECIAL URGENCY ARRANGEMENTS – 1 JULY – 30 SEPTEMBER 2011

- 1. The Cabinet is required under the Constitution to report to Council on a quarterly basis the details of decisions taken by the Cabinet and Cabinet Members under the special urgency arrangements set out in Article 6.05(f) of the Constitution. This occurs where a decision is required on a matter that is not contained within the Leader's Forward Plan, nor available 5 clear days before the meeting. Where a decision on such matters could not reasonably be delayed, the agreement of the Chairman of the appropriate Select Committee, or in his/her absence the Chairman of the Council, must be sought to enable the decision to be made.

There have been no decisions taken under 'special urgency' arrangements in this quarter.

2 December 2011

Mr David Hodge
Chairman