

Cabinet

**Date & time**

Tuesday, 26 March
2013 at 2.00 pm

Place

Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact

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Chief Executive

David McNulty

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Membership: Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Mrs Mary Angell, Mrs Helyn Clack, Mr John Furey, Mr Michael Gosling, Mrs Kay Hammond, Mrs Linda Kemeny, Ms Denise Le Gal and Mr Tony Samuels

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9068, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 9698, fax 020 8541 9009, or email anne.gowing@surreycc.gov.uk or james.stanton@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Anne Gowing or James Stanton on 020 8541 9938 or 020 8541 9068.

Note: This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed. The images and sound recording may 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 and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the representative of Legal and Democratic Services at the meeting

1 APOLOGIES FOR ABSENCE

2 MINUTES OF PREVIOUS MEETING:

The minutes will be available in the meeting room half an hour before the start of the meeting.

3 DECLARATIONS OF INTEREST

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

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 PROCEDURAL MATTERS

4a Members' Questions

- (i) The deadline for Member's questions is 12pm four working days before the meeting (*20 March 2013*).

4b Public Questions

The deadline for public questions is seven days before the meeting (*19 March 2013*).

4c Petitions

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

4d Representations received on reports to be considered in private

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

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

(Pages 1
- 34)

- Environment and Transport Select Committee Task Group Report on Countryside Management (attached)
- Environment and Transport Select Committee comments on the New Strategy for Highway Maintenance - to be considered as part of agenda item 11
- Children and Families Select Committee Task Group report on Supporting Families – to be considered as part of agenda item 13

6 MEDIUM TERM FINANCIAL PLAN 2013 - 2018

(Pages
35 - 88)

The report presents the detailed service revenue and capital budgets for

2013/14 and indicative budgets for the following four year period to 2017/18. Following approval by the Cabinet, the detailed budgets will be published as the 2013-18 Medium Term Financial Plan on the council's website. This will enable users to either view budget details interactively on-line, or print hard copy by request. The report also provides an update on the fees and charges for the use of council services during 2013/14.

This report has been circulated separately.

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

7 BUDGET MONITORING FORECAST 2012/13 (PERIOD ENDING FEBRUARY 2013) (Pages 89 - 118)

To note the year-end revenue and capital budget monitoring projections as at the end of February 2013.

Please note that Annex 1 to this report will be circulated separately prior to the Cabinet meeting.

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

8 STRENGTHENING THE COUNCIL'S APPROACH TO INNOVATION: UPDATE ON OUR INNOVATION JOURNEY (Pages 119 - 150)

On 27 November 2012 the Cabinet approved the development of a strategic framework to achieve a strong "One Team" approach to innovation ("ideas into action to improve lives in Surrey"). This recognises that over the coming years the Council will need to continue to strengthen its capacity and capability to innovate in order to continue improving outcomes and value for money for Surrey's residents.

Significant progress has been made to establish the strategic innovation framework and begin developing new ideas and approaches. This progress was recognised by a small team of expert peers who visited the Council in February to assess progress and plans on innovation. The peer team shared some helpful recommendations and this report describes how they will be incorporated into the continued work to strengthen the Council's innovation capacity and capability.

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

9 STRENGTHENING THE COUNCIL'S APPROACH TO INNOVATION: MODELS OF DELIVERY (Pages 151 - 166)

Surrey County Council places a relentless focus on delivering public value. The council has a successful track record of finding new and innovative ways of delivering services, in the interests of the residents of Surrey.

During the next few years many councils will respond to the challenges they face by reducing their capacity and capability. Surrey County Council is taking a different approach adopting a strategy of strengthening its ability to deliver services and investing in staff, so enabling it to continue to

protect vulnerable residents and secure economic growth and a prosperous future for Surrey.

Recognising the scale of the challenge ahead and anticipating the needs of the future, this report focuses on how the council proposes to use the most effective delivery model to provide services for residents while ensuring public value. The report describes the different delivery models already being used by the council; examples of successes it has achieved so far; and makes recommendations to provide the foundations for the council to develop its approach to trading.

Please note there is a separate confidential annex relating to this report (item 24).

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

10 FROM REACTIVE TO PLANNED: A NEW APPROACH FOR HIGHWAY MAINTENANCE (Pages 167 - 180)

1. In early 2010 the Rethinking Surrey Highways programme was instigated (as part of the Council's PVR programme), with the aim of improving customer satisfaction and reducing operating costs by:
 - Designing and implementing new contractual arrangements to replace the previous SHiP contracts
 - Redesigning the structure of the organisation, to improve service delivery and reduce establishment costs
 - Improving collaborative working with other organisations, including Borough and District Councils and SE7 Councils
2. Given the scale of transformation, the programme was structured in two phases with the first phase being those changes necessary to implement the new contracts from April 2011. This first phase has been delivered successfully, with operating costs reduced by a minimum of £8m per annum through efficiencies from the new highway contracts of £7m pa, and a reduction of establishment costs in excess of £1m pa.
3. The capital savings have been reinvested in the highway service, enabling:
 - An increase in the number of major road schemes
 - An increased allocation of funding to Local Committees
 - An overall increase in net customer satisfaction
4. Further changes identified during the Rethinking Surrey Highways programme, and planned to be implemented as Phase 2, were deferred to enable the new contracts to be mobilised. These changes included:
 - The development of longer term Capital programmes
 - Improved coordination of works on the highway
 - A shift from a reactive to a planned approach for defect repair
5. At their meeting on 5 February 2013, Cabinet approved the introduction of two initiatives that will deliver the first two improvements

listed above:

- Increased funding for planned road maintenance to enable the adoption of Operation Horizon to deliver fixed five year major maintenance programme to Surrey's roads
 - The introduction of a Permit Scheme, which will introduce better control and coordination of all work on the highway
6. The report sets out proposals to deliver the final improvement – the shift from a reactive to a planned approach for safety defect repair.

[The decisions on this item can be called in by the Environment and Transport Select Committee]

11 CHILDREN'S HEALTH, WELLBEING AND SAFEGUARDING PLAN 2013 / 2014 (Pages 181 - 228)

The Health and Social Care Act 2012 requires all local areas to have a joint health and wellbeing strategy in place by April 2013. This strategy will bring together health and wellbeing priorities for both children and adults.

In order to meet our statutory responsibilities we have developed the Children's Health and Wellbeing Plan to positively support children and young people's health and wellbeing and to support the delivery of Surrey's joint health and wellbeing strategy, which is currently in development.

The Children's Health, Wellbeing and Safeguarding Plan is a one year plan. It sets out eight priority areas where we believe we can start to make the most difference in 2013/14 to ensuring that children and young people achieve the best health and wellbeing outcomes possible. It will act as a tool to engage partners in agreeing common challenges and longer-term priorities that will also inform future health and wellbeing strategies.

Although this is a County Council plan, we believe an integrated approach to social care and health provision is essential to improving the quality and equality of access to services. We are committed to working with our partners to provide coherent and effective services for children, young people and their families. In particular, to improve the likelihood of positive health and wellbeing outcomes through informed commissioning with key partners including public health, police and education.

Our main aim through this plan is to support our children and young people to achieve the best health and wellbeing outcomes possible.

The Children's Health, Wellbeing and Safeguarding Plan is a one year plan. After this time it will be replaced by a visionary strategy for children linked to Surrey's Joint Health and Wellbeing Strategy. This will be supported by a partnership 3 -5 year health, wellbeing and safeguarding plan.

[The decisions on this item can be called in by the Children and Families Select Committee]

12 SURREY FAMILY SUPPORT PROGRAMME (Pages

The Surrey Family Support Programme is the name we have given to the local implementation of the Government's Troubled Families Programme. 229 - 262)

This approach aims to improve outcomes for families who have multiple needs through a new model of multi-agency working.

This report provides an overview of the programme, including implementation by local teams based in borough and district councils.

This item includes consideration of the report and recommendations of the Supporting Families Task group.

[The decisions on this item can be called in by the Children and Families Select Committee]

13 EMERGENCY RESPONSE COVER LOCATIONS: EPSOM AND EWELL AND REIGATE AND BANSTEAD (Pages 263 - 328)

This report details how Surrey Fire and Rescue Authority (SFRA) intend to improve the deployment of fire engines in order to maintain an effective emergency response in accordance with the Public Safety Plan. SFRA will operate a chain of single fire engine fire stations running through the boroughs of Epsom & Ewell and Reigate & Banstead. There will be two new fire stations in Salfords and Burgh Heath and will provide a more efficient use of resources across the county.

[The decisions on this item can be called in by the Communities Select Committee]

14 INVESTMENT IN SAFE CYCLING INFRASTRUCTURE (Pages 329 - 336)

In November 2012, the County Council submitted a bid to the Department for Transport's newly established Cycle Safety Fund. The fund was established in response to concern about the rising numbers of cycling casualties in the UK, with the funding focused on junctions or stretches of the highway with a record of cyclists being killed or seriously injured.

The County Council bid for five schemes, prioritising two which offered best fit with the fund criteria: Walton Bridge Links and Leatherhead Town Centre. The DfT was due to make an announcement in February but this has been delayed. In order to ensure deliverability of the schemes within the DfT timescales for completion by the end of 2013, the County Council will need to progress quickly to implementation as soon as the bid outcome is received.

[The decisions on this item can be called in by the Environment and Transport Select Committee]

15 SUPPORTING ECONOMIC GROWTH: COSTS ASSOCIATED WITH THE SECTION 278 DELIVERY OF THE SHEERWATER LINK ROAD, WOKING (Pages 337 - 342)

Woking Borough Council is in the process of, or will be, entering into Section 278/38 Agreements with Surrey County Council to enable the above works. It is County Council policy to charge developers fees to cover our reasonable costs in enabling the proper assessment, design

audit, and the inspection of the works, as well as to cover the cost of the legal agreement itself. These fees are based upon 12% of the cost of the works plus legal expenses. It is also County policy to charge Commuted payments for increased maintenance liabilities resulting from an additional piece of infrastructure provided to enable a development, and to take a bond lest the developer fails to complete the works.

This report is to seek Cabinet approval to waive SCC's normal fees including commuted sums for the Sheerwater scheme (including Bishop David Brown access). It also seeks to waive the need for a bond, and to seek authority to fund SCC's internal costs from the New Homes Bonus.

[The decisions on this item can be called in by the Environment and Transport Select Committee]

- 16 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Pages 343 - 354)

To note any delegated decisions taken by the Leader, Deputy Leader and Cabinet Members since the last meeting of the Cabinet.

- 17 WESTFIELD PRIMARY SCHOOL, WOKING: EXPANSION BY ONE FORM OF ENTRY FROM SEPTEMBER 2013** (Pages 355 - 358)

To approve the provision of a permanent one form of entry increase at Westfield Primary School to two forms of entry to meet basic need requirements for primary places in the Woking area.

The number of primary school places in Woking is increasing. There are insufficient primary school places to meet this demand and increased primary provision is needed. Westfield Primary School is one of the schools best placed to expand to meet this demand. The demand is such that the expansion of Westfield Primary School is required for September 2013.

Financial information is set out in item 22.

[The decisions on this item can be called in by Council Overview and Scrutiny Committee]

- 18 AWARD OF TWO YEAR CONTRACT FOR THE PROVISION OF TEMPORARY AGENCY STAFF** (Pages 359 - 364)

Surrey County Council (SCC) currently has a contract in place for the supply of temporary agency workers through Manpower which was awarded in March 2009. The annual spend on this Contract is £10.8 million (in the financial year 2011/12).

The current contract expires on 31 March 2013 and there is a need for temporary agency workers to continue to be provided or there will be a shortfall in services.

The provision for this service is currently being reviewed to consider all options for a long term strategic solution for the supply of temporary staff. A cross functional team has been formed to review the long term requirement and offer the best commercial approach.

This paper focuses on the proposed short term contract whilst the long term strategy is devised.

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

19 FRAMEWORK FOR THE PROVISION OF MANAGED PRINT SERVICES (Pages 365 - 374)

The Council's current printer estate is out of date and costly due to the age of its existing devices, the associated rising maintenance burden and the need to purchase a diverse range of consumables.

The adoption of a modernised and rationalised printer estate will reduce costs and improve the working environment. It is proposed that this is achieved through the provision of a managed service solution delivering a range.

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee]

20 WASTE MANAGEMENT: PROPOSAL TO DELIVER ECOPARK (Pages 375 - 386)

To report on current status, describe next steps, and request approval to carry out the necessary activity to enable Cabinet to make a final decision regarding a contract amendment to deliver the Eco Park.

[The decisions on this item can be called in by the Environment and Transport Select Committee]

21 EXCLUSION OF THE PUBLIC

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

P A R T T W O - I N P R I V A T E

22 WESTFIELD PRIMARY SCHOOL, WOKING: EXPANSION BY ONE FORM OF ENTRY FROM SEPTEMBER 2013 (Pages 387 - 394)

This report contains the financial information relating to item 17.

Exempt: Not for publication under paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

[The decisions on this item can be called in by the Council Overview and Scrutiny Committee or the Education Select Committee]

- 23 FRAMEWORK FOR THE PROVISION OF MANAGED PRINT SERVICES** (Pages
395 -
398)
- Part 2 Annex for item 19
- Exempt: Not for publication under paragraph 3**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- [The decisions on the following items can be called in by the Council Overview and Scrutiny Committee]*
- 24 STRENGTHENING THE COUNCIL'S APPROACH TO INNOVATION:
MODELS OF DELIVERY** (Pages
399 -
400)
- This is a part 2 Annex for item 9
- Exempt: Not for publication under paragraph 3**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- [The decisions on this item can be called in by the Council Overview and Scrutiny Committee]*
- 25 AWARD OF CONTRACTS FOR THE DELIVERY OF PAEDIATRICS
SERVICES TO SURREY SCHOOLS** (Pages
401 -
414)
- The contracts for the delivery of paediatrics services that the Council currently hold with Virgincare Services Ltd (VCS) and Central Surrey Health (CSH) were set up to supplement NHS commissioned services.
- They provide an enhanced paediatrics nursing service to special schools and therapy services to support pupils with SEN in some Special Schools, mainstream Schools and centres. An additional contract is in the process of being agreed to provide support for work on cases subject to a SEND Tribunal. These contracts have developed historically and lack the rigour of clear Key Performance Indicators to measure the provider's performance and outcome based measures.
- The Council's contracts with both Virgincare Services Ltd and Central Surrey Health end on the 31st March 2013. This report proposes new short-term contracts with both providers for an additional 12 months.
- Exempt: Not for publication under paragraph 3**
- Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- [The decisions on this item can be called in by the Education Select Committee]*
- 26 PUBLICITY FOR PART 2 ITEMS**

To consider whether the item considered under Part 2 of the agenda should be made available to the Press and public.

David McNulty
Chief Executive
Monday, 18 March 2013

QUESTIONS, PETITIONS AND PROCEDURAL MATTERS

The Cabinet will consider questions submitted by Members of the Council, members of the public who are electors of the Surrey County Council area and petitions containing 100 or more signatures relating to a matter within the Cabinet's terms of reference, in line with the procedures set out in the Council's Constitution.

Please note:

1. The number of public questions which can be asked at a meeting may not exceed six. Questions which are received after the first six will be held over to the following meeting or dealt with in writing at the Chairman's discretion.
2. Questions will be taken in the order in which they are received.
3. Questions will be asked and answered without discussion. The Leader, Deputy Leader or Cabinet Member may decline to answer a question, provide a written reply or nominate another Member to answer the question.
4. Following the initial reply, one supplementary question may be asked by the questioner. The Leader, Deputy Leader or Cabinet Member may decline to answer a supplementary question.

MOBILE TECHNOLOGY – ACCEPTABLE USE

All mobile devices (mobile phones, BlackBerries, etc) should be switched off or placed in silent mode during the meeting to prevent interruptions and interference with the PA and Induction Loop systems.

Those attending for the purpose of reporting on the meeting may use mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. This is subject to no interruptions, distractions or interference with the PA and Induction Loop systems being caused. The Chairman may ask for mobile devices to be switched off in these circumstances.

Thank you for your co-operation