



Agenda and Reports

for the meeting of

THE COUNTY COUNCIL

to be held on

16 JULY 2013

County Hall
Kingston upon Thames
Surrey

5 July 2013

TO THE MEMBERS OF SURREY COUNTY COUNCIL

SUMMONS TO MEETING

You are hereby summoned to attend the meeting of the County Council to be held in the Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN, on Tuesday, 16 July 2013, beginning at 10.30 am, for the purpose of transacting the business specified in the Agenda set out overleaf.

DAVID McNULTY
Chief Executive

Note 1: *For those Members wishing to participate, Prayers will be said at 10:25am. The Rev. Jane Walker, Priest in Charge at St Mary's Church, Frensham and Chaplain of the Phyllis Tuckwell Hospice has kindly consented to officiate.*

If any Members wish to take time for reflection, meditation, alternative worship or other such practice prior to the start of the meeting, alternative space can be arranged on request by contacting Democratic Services.

There will be a very short interval between the conclusion of Prayers and the start of the meeting to enable those Members and Officers who do not wish to take part in Prayers to enter the Council Chamber and join the meeting.

Note 2: *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.

If you would like a copy of this agenda or the attached papers in another format, e.g. large print or braille, or another language please either call Democratic Services on 020 8541 9122, or write to Democratic Services, Surrey County Council at 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

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

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES

(Pages 1
- 8)

To confirm the minutes of the meeting of the Council held on 21 May 2013.

(Note: the Minutes, including the appendices, will be laid on the table half an hour before the start of the meeting).

3 CHAIRMAN'S ANNOUNCEMENTS

(Pages 9
- 10)

The Chairman to report.

A list of Her Majesty the Queen's Birthday Honours List 2013 is included within the agenda papers.

4 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:

- Each Member must declare any interest that is disclosable under the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, unless it is already listed for that Member in the Council's Register of Disclosable Pecuniary Interests.
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner).
- If the interest has not yet been disclosed in that Register, the Member must, as well as disclosing it at the meeting, notify the Monitoring Officer of it within 28 days.
- If a Member has a disclosable interest, the Member must not vote or speak on the agenda item in which it arises, or do anything to influence other Members in regard to that item.

5 LEADER'S STATEMENT

The Leader to make a statement.

There will be an opportunity for Members to ask questions.

6 SURREY COUNTY COUNCIL PROGRESS REPORT: JANUARY - JUNE 2013

(Pages
11 - 50)

To consider the report and the matters to which the Chief Executive draws attention.

7 MEMBERS' QUESTION TIME

The Leader of the Council or the appropriate Member of the Cabinet or the Chairman of a Committee to answer any questions on any matter relating to the powers and duties of the County Council, or which affects the county.

(Note: Notice of questions in respect of the above item on the agenda must be given in writing, preferably by e-mail, to Anne Gowing in Democratic Services by 12 noon on Wednesday 10 July 2013).

8 STATEMENTS BY MEMBERS

Any Member may make a statement at the meeting on a local issue of current or future concern.

(Note: Notice of statements must be given in writing, preferably by e-mail, to Anne Gowing in Democratic Services by 12 noon on Monday 15 July 2013).

9 ORIGINAL MOTIONS

Item 9(i)

Mrs Hazel Watson (Dorking Hills) to move under Standing Order 11 as follows:

'In the Coalition Agreement, the Government made a commitment to strengthen councillors' powers to vote on large salary packages for council officers. In addition, the Government has taken necessary steps to increase transparency about how taxpayers' money is used, including in the pay and reward of public sector staff.

The Code of Recommended Practice for Local Authorities on Data Transparency published on 29 September 2011 enshrines the principles of transparency in rewarding senior staff. Sections 38 - 43 of the Localism Act 2011 place a legal obligation on Local Authorities to publish an annual Pay Policy Statement with specific requirements regarding Chief Officers pay and other benefits.

The Surrey County Council Pay Policy Statement 2013 - 14 presented to this Council in March 2013 by the Leader states:

Chief Officers' and Chief Executive's Remuneration

Chief officers are on all-inclusive single status Surrey Pay contracts i.e. there are no variable pay salaries or bonuses paid. The council has not provided any grade related benefits in kind, such as Annual Leave, Private Medical Insurance or Lease Cars since 2007. Chief Officers receive the same allowances as other members of staff and access to the same voluntary benefits scheme, while any expenditure on business travel is reimbursed at the same rate for all grades.

The Chief Executive is on a contract which is like Chief Officers i.e. he is

(iv)

on an all-inclusive single status Surrey Pay contract and there is no variable pay or bonuses made. He is however paid a specific additional allowance for duties carried out in support of the Lord Lieutenant of the County.

This Council reaffirms this policy without any exceptions.'

Item 9(ii)

Mr Peter Martin (Godalming South, Milford and Witley) to move under Standing Order 11 as follows:

'This Council recognises the crucial role of the airports at Heathrow and Gatwick in supporting employment for Surrey residents, generating investment in the Surrey economy and in attracting and retaining major businesses to locate in the county.

Given the vital importance of these airports for the continued success of the Surrey economy, this Council opposes any proposals that would serve to reduce their capacity or the role of Heathrow as a hub airport.

This Council remains of the view that expansion at either airport would require the environmental and surface access issues involved to be satisfactorily addressed.

This Council calls on Government and the aviation industry to prioritise investment in road and rail connections to the airports to reduce congestion and overcrowding.'

Item 9(iii)

Mr Will Forster (Woking South) to move under Standing Order 11 as follows:

Whilst the average age for leaving home is 24, only one in 20 young people in foster care stay with their carers beyond their 18th birthday. Many young people leaving foster care end up homeless and in a crisis that could be avoided.

This Council:

1. Asks the Cabinet to support the "Don't Move Me" campaign to persuade the Government to change the law and provide funding to ensure that all young people in foster care can stay with their foster families when they turn 18, if both parties agree
2. Until such time as the Government provides funding, asks Cabinet to do all it can to help young people in foster care to stay with their foster families when they turn 18, if both parties agree.

- 10 REPORT OF THE CABINET** (Pages 51 - 56)
- To receive the report of the meeting of the Cabinet held on 28 May and 25 June 2013 and to agree the recommendation in respect of:
- 'Confident in our Future': Corporate Strategy 2013-2018
- 11 CHANGES TO THE CONSTITUTION - CABINET ASSOCIATES** (Pages 57 - 76)
- To update the Constitution to include Cabinet Associates
- 12 AMENDMENTS TO THE SCHEME OF DELEGATION** (Pages 77 - 78)
- The Leader has agreed changes to the Council's Scheme of Delegation. In accordance with Articles 5.02 and 6.04(d)(ii) of the Council's Constitution, the changes made by the Leader are being reported to Council.
- 13 MINUTES OF THE MEETINGS OF THE CABINET** (Pages 79 - 118)
- Any matters within the minutes of the Cabinet's meetings, and not otherwise brought to the Council's attention in the Cabinet's report, may be the subject of questions and statements by Members upon notice being given to the Democratic Services Lead Manager by 12 noon on Monday 15 July 2013.

MOBILE TECHNOLOGY – ACCEPTABLE USE

Use of mobile technology (mobiles, BlackBerries, etc.) in meetings can:

- Interfere with the PA and Induction Loop systems
- Distract other people
- Interrupt presentations and debates
- Mean that you miss a key part of the discussion

Please switch off your mobile phone/BlackBerry for the duration of the meeting.

If you wish to keep your mobile or BlackBerry switched on during the meeting for genuine personal reasons, ensure that you receive permission from the Chairman prior to the start of the meeting and set the device to silent mode.

Thank you for your co-operation

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COUNTY COUNCIL
ANNUAL COUNCIL MEETING – 21 MAY 2013

MINUTES of the Meeting of the County Council held at the County Hall, Kingston upon Thames on Tuesday 21 May 2013 commencing at 10:30am, the Council being constituted as follows:

Mrs Angell		Mr Jenkins
Mr Barker OBE		Mr Johnson
Mrs Barton		Mrs Kemeny
Mr Beardsmore		Mr Kemp
Mr Beckett		Mr Kington
Mr Bennison		Mrs Lake
* Mrs Bowes		Mrs Lallement
* Mrs Bramhall		Mrs Lay
Mr Brett-Warburton	*	Ms Le Gal
Mr Carasco		Mrs Lewis
Mr Chapman		Mr Mahne
Mrs Clack		Mr Mallett MBE
Mrs Coleman		Mrs Marks
Mr Cooksey		Mr Martin
Mr Cosser		Mrs Mason
Mrs Curran		Mrs Moseley
Mr Ellwood		Mrs Mountain
Mr Essex		Mr Munro
Mr Robert Evans		Mr Norman
Mr Tim Evans		Mr Orrick
Mr Few		Mr Page
Mr Forster		Mr Pitt
Mrs Frost		Mrs Ross-Tomlin
Mr Fuller		Mrs Saliagopoulos
Mr Furey		Mr Samuels
Mr Gardner		Mrs Searle
Mr Goodman		Mr Selleck
Mr Goodwin		* Mr Skellett CBE
Mr Gosling	*	Mr Sydney
Dr Grant-Duff	*	Mr Keith Taylor
Mr Gulati		Ms Thomson
Mr Hall		Mr Townsend
Mrs Hammond		Mr Walsh
Mr Harmer		Mrs Watson
Mr Harrison		Mrs White
Ms Heath		Mr Wilson
Mr Hickman		Mrs Windsor
Mrs Hicks		Mr Witham
Mr Hodge		Mr Young
Mr Hussain		Mrs Young
Mr Ivison		

*absent

31/13 CHAIRMAN [Item 1]

Upon the motion of Mr David Hodge, seconded by Mr Nick Harrison, it was unanimously:

RESOLVED:

That Mr David Munro be elected Chairman of the Council for the council year 2013/14.

32/13 DECLARATION OF ACCEPTANCE OF OFFICE [Item]

Mr Munro made the statutory declaration of office and took the Chair. The newly elected Chairman expressed his thanks to the Members of the council for electing him as Chairman.

33/13 MINUTES [Item 2]

The minutes of the meeting of the County Council held on 19 March 2013 were submitted, confirmed and signed.

34/13 ELECTION OF COUNTY COUNCILLORS [Item 3]

The Chief Executive, as County Returning Officer, formally reported the return of the County Councillors at the Elections held on 2 May 2013 for each of the 81 Divisions in the County.

35/13 APOLOGIES FOR ABSENCE [Item 4]

Apologies for absence were received from Mrs Bowes, Mrs Bramhall, Mrs Lay, Mr Skellett and Mr Sydney.

36/13 CHAIRMAN'S ANNOUNCEMENTS [Item 5]

The Chairman made the following announcements:

- That the first award of the new Council had already been received – an award for the 'Best Council to do Business with' had been presented to the Leader and Deputy Leader at 10 Downing Street, by Lord Young, the Prime Minister's Advisor for Enterprise and Eric Pickles, the Secretary of State for Communities and Local Government.
- Coronation Service – this service, to celebrate Her Majesty the Queen's 60th anniversary of ascension to the throne, would be held at Guildford Cathedral on Sunday 9 June. All Members were invited to attend.
- The Surrey County Show would be taking place on Monday 27 May and Members were invited to apply for complimentary tickets.
- As part of the ongoing Member Induction, a marketplace, covering a range of services and projects would be taking place in the Grand Hall, this afternoon. Members were encouraged to drop in.

37/13 DECLARATIONS OF INTEREST [Item 6]

There were none.

38/13 VICE-CHAIRMAN [Item 7]

Upon the motion of Mr Peter Martin, seconded by Mrs Fiona White, it was unanimously:

RESOLVED:

That Mrs Sally Marks be appointed Vice-Chairman of the Council for the council year 2013/14.

39/13 DECLARATION OF ACCEPTANCE OF OFFICE [Item]

Mrs Marks was invested by Mr Munro with the Vice-Chairman's badge. She made the statutory declaration of office and expressed thanks to the Members of the Council for electing her as Vice-Chairman.

40/13 MOTION OF THANKS TO RETIRING CHAIRMAN [Item 8]

Upon the motion of the newly elected Chairman, seconded by Mrs Hazel Watson, followed by speeches from the Leaders of the Conservative and Residents' Association and Independent Groups and Mrs Hicks in support of the motion, it was:

RESOLVED:

That the Chairman and Members of the Surrey County Council, record our warm appreciation of the distinguished services given to the County and its inhabitants by Mrs Lavinia Sealy during her tenure of office as Chairman of the Council from 11 May 2011 to 21 May 2013.

The Chairman presented Mrs Sealy with an inscribed copy of the motion together with an ex-Chairman's badge. Mrs Sealy made a farewell speech.

41/13 ELECTION OF LEADER OF THE COUNCIL [Item 9]

Upon the motion of Mr Peter Martin, seconded by Mrs Dorothy Ross-Tomlin, it was:

RESOLVED:

That Mr David Hodge be elected Leader of the Council for a four year term, expiring on the day of the post election annual meeting in 2017.

42/13 LEADER'S STATEMENT [Item 10]

The Leader made a detailed statement (Appendix A), including the announcement of the re-appointment of Mr Peter Martin as his Deputy Leader and that he would be bringing back all Members of his previous Cabinet, although some would be responsible for different roles. He

also said that he was appointing 4 Cabinet Associates to support the Cabinet Members in their duties. Details of all these appointments were tabled at the meeting (Appendix B).

Members were invited to make comments and ask questions. They made the following points:

- Concern about the financial challenges facing the Council and whether the council tax may need to be increased significantly.
- Highways – Project Horizon was a step in the right direction but would not solve all the highways issues.
- Lack of school places continued to be an issue.
- Community Libraries were unpopular.
- Consider freezing council tax and using some of the funds from the Reserves and Balances to do this.
- Impressed by the Leader's commitment to seek a clean and litter free county. However, as the A3 / M3 were the responsibility of the Highways Agency, there was a need to engage with them to address this issue.
- Welcome involvement of local committees in relation to their local schools.
- The introduction of Superfast Broadband had been welcomed by rural electors and it was hoped that on completion of the programme, the County Council would have the best service in the country.
- Project Horizon was an exciting initiative – further details would be announced over the next few weeks.
- Recognition of the County's large investment in schools but would Central Government also be contributing additional funds.

43/13 AMENDMENTS TO CONSTITUTION [Item 11]

A supplementary agenda was circulated to Members on 15 May 2013, with an amended version of the annexe to this item, setting out the remits for the select committees for 2013/14.

Members made the following points:

- Concern about the merging of Children & Families and the Education Select Committees. A request was made to review this decision and possibly consider expanding the membership of this committee.
- Clarification of the role of the Council Overview and Scrutiny Committee.
- That the opposition groups had no input and had not been involved in these proposals.
- Noted that the Terms of Reference for the Council Overview and Scrutiny Committee included the role to hold the Leader / Deputy Leader to account.

RESOLVED:

- (1) That the merger of the existing Children & Families and Education Select Committees to form a new Children and Education Select Committee be approved.
- (2) That the revised Article 7 of the Constitution, as set out in Annexe 1, be approved.

44/13 ANNUAL REVIEW OF POLITICAL PROPORTIONALITY 2013/14 [Item 12]

RESOLVED (with no Member voting against):

That the Committee sizes and scheme of proportionality for 2013/14 as set out in the scheme, attached at Annex 1 of the submitted report, be adopted.

45/13 APPOINTMENT OF COMMITTEES [Item 13]

The proposals for the appointment of committees were tabled at the meeting and are attached as Appendix C.

RESOLVED:

- (1) That the Members, as set out in Appendix C, be appointed to serve on the Committees of the Council for the Council year 2013/14 in accordance with the wishes of political groups.
- (2) That the Chief Executive be authorised to make changes to the membership of any of the Council's Committees as necessary during the Council year in accordance with the wishes of political groups.
- (3) That the County Councillors for each district/borough area be appointed to serve on the appropriate Local Committee for the Council year 2013/14, and the Chief Executive be authorised to appoint an equal number of district/borough councillors to the Local Committees following nominations by the district and borough councils, which they should be requested to make politically proportional to their Membership.
- (4) That the Chief Executive be authorised to appoint the co-opted Members of the Surrey Pension Fund Board, following nominations from each stakeholder group.

46/13 ELECTION OF COMMITTEE CHAIRMEN AND VICE-CHAIRMEN 2013/14 [Item 14]

The proposals for the Committee Chairmen and Vice-Chairmen were tabled at the meeting.

RESOLVED:

- (1) That the Members listed below be elected as Chairmen and Vice-Chairmen of Committees, as shown, for the council year 2013/14.
- (2) That the Chief Executive be authorised, in consultation with the Chairman of the Committee, to appoint the Borough's nominated Member as Vice-Chairman of Woking Local Committee once the co-opted Members are appointed.

SELECT COMMITTEES		
	Chairman	Vice-Chairman
Council Overview & Scrutiny	Nick Skellett	Eber Kington
Adult Social Care	Keith Witham	Margaret Hicks
Children & Education	Zully Grant-Duff	Denis Fuller
Communities	Denise Saliagopoulos	Chris Norman
Environment & Transport	David Harmer	Mike Bennison
Health Scrutiny	Bill Chapman	Ben Carasco
PLANNING AND REGULATORY COMMITTEE		
	Keith Taylor	Tim Hall
AUDIT & GOVERNANCE COMMITTEE		
	Nick Harrison	Bill Barker
PEOPLE, PERFORMANCE & DEVELOPMENT COMMITTEE		
	David Hodge	Peter Martin
SURREY PENSION FUND BOARD		
	Denise LeGal	Nick Skellett

LOCAL COMMITTEES		
DISTRICT	CHAIRMAN	VICE-CHAIRMAN
Elmbridge	Margaret Hicks	Mike Bennison
Epsom & Ewell	Eber Kington	John Beckett
Guildford	Mark Brett-Warburton	Bill Barker
Mole Valley	Clare Curran	Tim Hall
Reigate & Banstead	Dorothy Ross-Tomlin	Kay Hammond
Runnymede	Chris Norman	Yvonna Lay
Spelthorne	Richard Walsh	Denise Saliagopoulos
Surrey Heath	David Ivison	Chris Pitt
Tandridge	Michael Sydney	Nick Skellett
Waverley	Pat Frost	David Harmer
Woking	Liz Bowes	<i>1 Borough Member (vacancy*)</i>

47/13 APPOINTMENTS TO JOINT COMMITTEES [Item 15]

The proposals for appointments to joint committees were tabled at the meeting.

RESOLVED:

- (1) That Dorothy Ross-Tomlin be appointed to the Surrey Police and Crime Panel for the Council Year 2013/14.
- (2) That Mr Carasco, Mrs Kemeny, Mr Kemp and Mr Pitt be appointed to the Basingstoke Canal Joint Management Committee for a four year term, expiring on the day of the county council election in 2017.

48/13 REPORT OF THE CABINET [Item 16]

The Leader presented the report of the Cabinet's meetings held on 26 March and 23 April 2013.

(1) Statements / Updates from Cabinet Members

None were received.

(2) Reports for Information / Discussion

The following reports were received and noted:

- Strengthening the Council's Approach to Innovation: Update on our Innovation Journey
- Strengthening the Council's Approach to Innovation: Models of Delivery
- Children's Health, Wellbeing and Safeguarding Plan 2013 / 2014
- Quarterly Report on Decisions taken under Special Urgency Arrangements – 1 January 2013 to 31 March 2013

RESOLVED:

That the report of the meetings of the Cabinet held on 26 March and 23 April 2013 be adopted.

49/13 MINUTES OF THE MEETINGS OF THE CABINET [Item 17]

No notification had been received from Members wishing to raise a question or make a statement on any of the matters in the minutes, by the deadline.

[Meeting ended at: 12.30pm]

Chairman

HER MAJESTY THE QUEEN'S BIRTHDAY HONOURS LIST 2013

Knights Bachelor

- Howard Panter of West Byfleet, for services to the theatre.

CB

- Mr Andrew Campbell of Godalming, for services to the civil service and to local government reform.

DBE

- Diana Margaret Ellis CBE of Lightwater, for services to rowing.

CBE

- Ms Susan Akers QPM of Thames Ditton, for services to policing.
- Professor Helen Apsimon of Frimley, for services to air pollution science.
- Mr John Keelty of Brookwood, for services to improving tax systems.
- Mr Anthony Lau-Walker of Guildford, for services to further education.
- Mr David Walden of Cranleigh, for services to health and social care.

OBE

- Miss Kathryn Foster of Reigate, for services to border security and the London 2012 Olympic and Paralympic Games.
- Dr Josephine Hockley of Reigate, for services to palliative care nursing.
- Miss Tina Holmes for services to defence.
- Dr Helen Mounsey of Farnham, for services to the environment and the coal industry.
- Mr Alan Opie of Dorking, for services to music.
- Mrs Jean Pinkerton of Staines upon Thames, for services to education.
- Mr Clive Strowger of Caterham, for voluntary services to business and charity in London.
- Mrs Linda Thompson of Thames Ditton, for services to education.
- Mr Andrew Wates DL of Beare Green, for services to family business, charity and to the community in Surrey.
- Dr Patricia Wilkie of Woking, for services to healthcare and patient involvement in the NHS.
- Mr Adrian Winstanley of Tadworth, for services to international arbitration.

MBE

- Mr Geoffrey Acott of Mytchett, for services to the catering industry.
- Mrs Joanne Bosanquet of West Byfleet, for services to healthcare.
- Mr Mark Edwards for services to boat building.

- Dr Christopher Elliott of Cranleigh, for services to engineering.
- Mrs Toni Gardner of Guildford for services to children and young people.
- Mrs Julia Giles of Epsom, for services for children with disabilities.
- Mr Adrian Giles of Epsom, for services for children with disabilities.
- Ms Joanne Keogh of Thames Ditton, for services to victims of domestic violence.
- George Pincus of East Horsley, for services to education.
- Mr Paul Strank of Worcester Park for services to charity and the community.
- Ms Emma-Louise Williams of Oxted, for services for children with epilepsy.

BEM

- Mr Stanley Burton of Camberley, for services to athletics.
- Mr William Chant of Guildford, for services to the community.
- Mr Charles Cooper of Walton on Thames, for voluntary service to the Surrey Army Cadet Force.
- Mrs Anne Seymour of Lingfield, for services to the community in Dormansland.
- Ms Louise Whiten of Guildford, for voluntary service to the British Armed Forces.
- Mr Paul Woodham of Staines, for services to deafblind people.
- Mrs Iris Wright of Staines, for services to end of life care.

Queen's Police Medal

- PC John Hockley of Cranleigh for his services to policing in a career spanning 33 years with the Force.



LEADER REPORT TO COUNCIL

SURREY COUNTY COUNCIL PROGRESS REPORT JANUARY – JUNE 2013

KEY ISSUE/DECISION:

To consider the attached report and the matters to which the Chief Executive draws attention.

BACKGROUND:

1. This is the eighth of the Chief Executive's six-monthly reports to Members. It provides an **overview of the Council's progress** over the past six months. This particular report also takes a longer term view, reflecting on the last four years and the strategic challenges ahead.
2. The wide range of examples and achievements set out in the report confirm that **the Council has continued to perform strongly** over the last six months. It has done this while going through an important transition into a new Council term.
3. Also on the agenda at this Council meeting is a refreshed Corporate Strategy 2013-18 called *Confident in our Future*. It sets out a **clear strategic direction** and the long term goals that will ensure Surrey residents remain healthy, safe and confident about their future.
4. There are **significant challenges** that need to be overcome for these goals and ambitions to be delivered. Doing so will require putting the key components of our strategy into practice over the coming months, making sure we have the right attitude, approach and focus.
5. The very significant progress the Council has made in recent years means we can be confident about making a positive contribution to the county's future. **Yet there is – and can be - no complacency from Members or officers.**
6. The Council's job will continue to get tougher over the next five years. We will respond by continuing to build on our strengths, working together as **one team with residents and partners** to find innovative solutions that can improve services and value for residents.
7. We will continue to **focus our efforts** on the issues residents tell us are most important to them. The Corporate Strategy sets out these priorities for 2013/14. I look forward to working with all Members over the coming months to deliver these.

RECOMMENDATIONS:

That the Council notes the report of the Chief Executive, thanks staff for the progress made during the last six months, and confirms its support for the direction of travel.

David Hodge, Leader of the Council, 020 8541 8003

Sources/background papers:

Confident in our Future, Corporate Strategy 2013-18 and Supporting Strategies, report to Cabinet 25 June 2013

Budget Monitoring Forecast 2013/14 (period ending May 2013), report to Cabinet 25 June 2013

CHIEF EXECUTIVE'S PROGRESS REPORT JANUARY - JUNE 2013

Introduction

1. This is the eighth of my half yearly progress reports to Members. I am again using it to provide an overview of the Council's progress over the last six months. As the period included the end of one Council term and the **election of a new Council** I am also using this report to take a longer term view, reflecting on the last four years and the strategic challenges ahead.
2. The **overview section** (p1-7) gives readers a summary of what we have achieved and the key challenges ahead. For those who would like more detail there are facts, figures and case study examples for each of the six Corporate Strategy themes attached to this report (see Annex A).
3. The **case studies** are described directly by our staff from across the Council who made them happen. I encourage staff to share examples of their achievements with me so I can draw attention to them in this report. It is one of the ways for us to celebrate our achievements and **learn from each other**. The 11 inspiring stories featured in this report will be added to those already on our online **Improvement Toolkit**.
4. Also attached to the report is a list of the latest **awards** the Council has secured (see Annex B). It is always heartening to see the hard work of Members and staff recognised on the regional and national stage. The local authority of the year award from IESE (Improvement and Efficiency South East) and the Government's award for being one of the country's top 10 councils to do business with are two examples among many.
5. A key addition to this report is the report from the **Local Government Association (LGA) Peer Challenge Team** who visited the Council in late February (see Annex C). It was incredibly useful to have our progress to date and future plans assessed by a team of such highly skilled and respected peers. Their report marks an important stage in the Council's development.
6. Before moving into the main part of the report I want to put on the record again my **appreciation of colleagues** right across the Council and the partner organisations we work with. I had the pleasure of being at two fantastic **market place events** in January and May where achievements from across the Council were showcased. In addition to the achievements themselves I was struck by how enthusiastically staff shared their learning and expertise with others.
7. I am fortunate to be part of such a strong team and am continually reminded of the **positive difference our work makes to residents' lives** day in, day out.

Overview

The last four years

8. The LGA Peer Challenge Team concluded that "there is universal recognition amongst the people we met during the peer challenge process that **Surrey County Council has made huge strides in the last four years**".

9. Hearing the feedback from the peer team confirmed for me just how remarkable the **Council's progress since 2009** has been. The plans agreed following the May 2009 elections to improve performance, stabilise finances and recover the Council's status were implemented successfully.
10. The Peer Challenge report also confirms the **areas we need to continue strengthening** and the challenges we face next. I am ensuring all the points raised in the report are fully addressed.
11. The significant scale and complexity of the challenges ahead make it even more important that we reflect on and **draw lessons** from the approaches that have served us well over the last four years.
12. I have selected below six quotes from the Peer Challenge report which I believe both sum up our progress and provide **an important reminder about how we have achieved** such significant improvement.

"The council has a strong commitment to 'doing what is right for the people of Surrey'. Politically the council is willing to take difficult decisions where it believes they are the right ones for the county to deliver the greatest benefit over the longer-term"

"The general level of staff commitment, enthusiasm, pride and talent in the council is notable...people spoke of having regained a sense of pride about working for the council"

"Relationships between elected members and officers at all levels in the council are seen now to be effective"

"The Council has worked hard to bring about vastly improved relationships with the district and borough councils in Surrey...relationships with the health sector have also improved significantly"

"External judgements have significantly improved around key services, including adults' services and the safeguarding of children"

"The review [*of learning disability services*] represents an example of leading-edge practice in public services around service user engagement, the involvement of staff and elected members in considering future approaches and the use of good approaches and principles around innovation"

Source: LGA Peer Challenge Report (Annex C)

13. These quotes emphasise the key components of what has been a **very effective strategy**: a constant focus on building strong relationships within and outside of the council; taking a long term strategic view; prioritising support to our most vulnerable residents; and finding innovative ways to work with residents to co-design and co-deliver services.
14. By **strengthening our capability and capacity** we have been able to rise to the many challenges we have faced over the last four years. In each of my

previous six-monthly reports I shared the key issues I was most concerned about for the next six months.

15. It is interesting now to go back to my list of previous worries and reflect on how they were transformed from concerns into positive outcomes. For example, critical front-line services were turned around, additional school places were provided, budgets were balanced, services were maintained through extreme winter weather, and a safe and successful Olympics and Paralympics was hosted. We can **take pride from these and the many other achievements** from the last four years.

The last six months

16. In May a **new Council** was elected. This important moment was naturally a focal point for Members over the last six months. Equally, officers worked with colleagues in district and borough councils to ensure the procedures and processes ran smoothly. A new **election dashboard** website, designed through our “Shift” innovation process, provided residents with key information about voting and results – it attracted 22,888 unique visitors (see Annex A, case study 8).
17. An initial **induction programme** for Members was run in May and June, using a variety of formats. Initial feedback has been positive and Members will be asked for further feedback shortly via an online questionnaire. The induction programme will continue over the next few months with the aim of providing Members with the skills and knowledge they need to support their specific roles in the Council.
18. At the time of writing we are almost half-way into the **first 100 days** of the Council. There is a strong momentum building and Members have been developing the strategic direction and priorities for the Council over the next five years. Throughout this **period of transition** to a new Council term the huge range of services the Council is responsible for have continued to be delivered day in day out. The case studies in Annex A are testament to the range of improvements that continue to be made across the Council.
19. The first six months of 2013 have also included a number of other significant events and milestones. For example, in May the roll out of **Superfast Broadband** began in earnest when the village of Pixham was provided with a Superfast connection. Our partnership with BT is **supporting economic growth** and bringing other social benefits by making Surrey the best connected county in England.
20. Our work with partners to support the local economy was given a further boost in March with the launch of **Surrey Future**. This is a new group which brings together all Surrey’s council and business leaders to take a long term coordinated approach to investment in infrastructure. In the nearer future the construction of the new **Walton Bridge** is on track and it is set to open for traffic later in the summer (see Annex A, case study 6).
21. Two separate events in April illustrated the important work being done to support residents during challenging economic times. An auction held at the start of the month with energy firms as part of the Council’s **Switch and Save** scheme resulted in a deal that means over 1,000 residents will now save an

average of £118 from their energy bills over the course of a year (see Annex A, case study 2).

22. Later in April a Developing Skills for Surrey event attracted more than 60 businesses looking to hire **apprentices**, offer trial placements or offer work experience. The continued expansion of our successful apprenticeships scheme is one important aspect of our wider drive to increase the number of young people participating in education, employment or training.
23. In March the Council signed a very important pledge spelling out its commitment to **young people leaving care**. The care leavers charter details promises the Council has made to help care leavers realise their full potential. It includes making sure they are listened to, treated with respect and are involved in making decisions. Support for care leavers includes a savings scheme that sees us double the cash young people pay into a savings account.
24. More and more of our essential work to **support and safeguard Surrey families and individuals** focuses on effective early intervention and promoting people's independence and choice. The continued work to modernise dementia and older people's mental health services in the county is one illustration of this.
25. In March a county wide **dementia friendly community project** was launched which includes advocates delivering training to a wide range of organisations and the creation of a £50,000 dementia challenge innovation fund for projects that promote the social inclusion of people with dementia. The initiative is part of a wider programme that also includes the opening a chain of advice centres to provide people with information to spot the early signs of the condition, and the mobilisation of dementia advisers who are trained to give support to people in their homes.
26. Responsibility for improving the health of Surrey's communities and reducing inequalities officially transferred to the Council from the NHS on 1 April. **Public Health** colleagues have been based at the Council for the last year developing close working arrangements and this helped ensure a smooth formal transfer.
27. On 1 April the **Surrey Health and Wellbeing Board** also officially took up its responsibilities for the strategic leadership of health and social care services. Having already existed in shadow form the Board has already made strong progress. In April it published Surrey's first Joint Health and Wellbeing Strategy following a comprehensive review of evidence and an engagement process with over 900 stakeholders.
28. In the last month we've been doing some significant work with our partners across the county to look at areas where we could **accelerate our joint working** and re-shape our budgets to transform services and reduce overall costs. We submitted a strong Expression of Interest to the Department for Communities and Local Government (DCLG) to be involved in a **Public Service Transformation Network** they are establishing as a successor to the Community Budget pilots.
29. Our proposals cover several areas from increasing our focus on supporting those families with the most complex needs, to better collaboration by the three emergency services across the county. At the time of writing we are awaiting a decision from DCLG about our involvement in the Government's programme.

We will anyway continue to develop the business cases for these proposals and implement **enhanced joint working arrangements** where there is agreement among partners.

The next challenges

30. Demands for our services continue to rise. We have new legal responsibilities to meet. There are further significant national policy changes to respond to. At the same time our resources in real terms are continuing to reduce. This makes for a **very tough immediate and long term set of challenges**. I remain confident we can address them. My confidence stems from the evidence of our continued progress over the last six months and the track record of achievements from preceding years.
31. It is important to understand this **does not mean standing still**. It does not mean doing more of the same things. It means adapting the way we work, developing new partnerships with residents and partners, and finding innovative solutions that can improve services and value for residents. Members will of course play a vital role in developing these new approaches, in particular through strong community leadership and by feeding information from local areas into the Council.
32. The next six months will prove critical to the successful implementation of the refreshed Corporate Strategy. In this period we must **build the momentum** required to deliver our goals. There are three particular areas we will need to focus on to do this.
 - Relationships
 - Finances
 - Innovation
33. The work we do in these areas over the coming months and the decisions Members make on these issues will **set a course for the next four years**. Focussing on these areas will also address the key points raised by the LGA Peer Challenge Team.

Relationships

34. Developing and maintaining the principles and ethos of working as “**one team**” in the best interests of Surrey requires continual attention. The challenges ahead will test our resolve to stick to these principles, at the very time when we need them most. It may be tempting to pursue short term answers and work in isolation. We must resist this.
35. With this in mind the Leader and I are personally committed to making sure the Council improves in areas where staff and Members have raised concerns. Our staff surveys have provided some positive indications. They have also identified areas we need to improve on such as helping and supporting each other and dealing with bullying and harassment. In the coming months we will be developing further **opportunities for engagement, discussion and listening** across the Council. We will also continue to invest in the training and equipment that officers and Member need to work productively and provide excellent service.

36. Individuals, families and communities across the county have different needs and aspirations and it is crucial that we continue to develop new approaches that increase their control over how services are designed and delivered. We want to understand and develop the resources – or the **social capital** – that exists among the residents and communities in Surrey and unlock their ability to build strong support networks.
37. This means applying energy and skill to how we engage and work with residents, including exploiting the potential of new technology and social media. A new **Communications and Engagement Strategy** has been put together to help guide our efforts and Members will of course have a crucial role to play in this.

Finances

38. The financial crisis has had a deep and lasting impact on the UK economy, household income and public finances. Local government is now facing its most critical period in our lifetimes. The Government's **Spending Review announcements** on 26 June confirmed that further reductions to local authority budgets will be required.
39. Having already delivered nearly £200m savings over the last three years - and started to bring in the £68m savings in required this financial year - the prospect of finding further significant savings is daunting. There are **very real uncertainties** around the future levels of grant, the Government's policy on council tax and the impacts of national policy changes such as welfare reform. All of these can affect the Council's income and the demand for its services.
40. We are taking every step possible to **plan and manage our finances carefully and responsibly** in these circumstances. The factors that underpin and impact on our finances are not static so we are regularly reviewing our financial position on a monthly basis. We will continue to share the latest analysis with Members over the coming months so they can make start to make the decisions that will shape the Council's long term budget. We will also develop a full programme of engagement with residents and partners so they can understand, influence and shape our options.
41. An **update report** on the Council's finances is scheduled for the Cabinet meeting on 23 July. At the same meeting the Cabinet will also be presented with an approach to investment to consider.

Innovation

42. The Council already has some excellent specific examples of innovation and arguably demonstrates a level of innovation that compares well against other local authorities. The scale of the long term challenges ahead now requires us to develop an **innovation capacity and capability** that compares well not just to other local authorities, but to leading organisations from all sectors and industries.
43. To help us towards this objective a **strategic framework for innovation** was developed and approved by the Cabinet in November 2012. Building on this we kicked off our **Shift** approach in February.

44. Shift is the name we have given to the method and tools and techniques that can **support innovation across the county**. In setting up Shift we have brought together skills in service design, research, technology and change management which we can apply to the problems and challenges we face. These complement existing improvement tools such as Rapid Improvement Events.
45. Hundreds of staff have already been involved in Shift workshops, projects and events, and a new website (**Simpl**) has been set up where we are **capturing and sharing ideas** people have had to make Surrey an even better place. At present we are purposefully testing and learning about the approaches that can best support systematic innovation across the Council. Later in the summer we will use the findings from this test period to shape our **long term approach**.
46. Members have a crucial role to play in **driving and focussing our innovation agenda**, ensuring we hit the right balance between improving the things we do already and doing radically different things. It is interesting to reflect on research which tells us that in a quickly changing environment staying ahead requires making every single “marginal gain” available and a selected number of more radical leaps.
47. One of the important ways we can innovate is through the adoption of different **delivery models** to provide services and secure public value. On 26 March the Cabinet approved the development of an approach to **trading** and in the coming months the first business cases will be presented to Members for consideration.

Conclusion

48. Over the last six months the Council has **continued to perform strongly** while going through an important transition into a new Council term. The new Council has subsequently set out a clear strategic direction and long term goals. There are significant challenges that need to be overcome for these goals and ambitions to be delivered.
49. I am **confident the council can meet these challenges**. Doing so will require putting the key components of our strategy into practice over the next six months. This means continuing to work as one team, shaping a long term budget and developing our innovation capabilities. I look forward to working with Members, colleagues and our partners to make this happen. I will provide a further progress report to Council in December 2013.

Annexes and further details

50. The following annexes are attached to this report:

Annex A: Case studies
 Annex B: Awards
 Annex C: LGA Peer Challenge Final Report

51. There is only room for so many examples in this report. You can find many more details and information on specific services on the **council's website** including the latest progress report on the priorities contained within the Council's **Fairness and Respect Strategy**. Also note that an **Annual Report**

for the 2013-14 financial year designed to give residents and stakeholders a clear picture of the Council's progress will be published by the end of July.

RESIDENTS

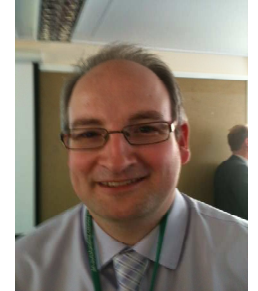
Individuals, families and communities will have more influence, control and responsibility

Key stats and facts

- ❖ 66% of residents are satisfied with the way the council runs things
- ❖ 95% of residents are satisfied with their neighbourhood as a place to live.
- ❖ 39% of residents feel they can influence council decisions.
- ❖ 53% of residents feel that the council keeps them informed.
- ❖ Plans are being finalised to hand over more local control over managing highways work, such as hedge trimming and repair of road signs, to parish councils and community groups.
- ❖ A £50,000 fund has been created for local community groups to bid for funding to help people with dementia to remain active and independent in their local areas.

Improvement example (#1): Engaging residents and Members to nominate roads for renewal as part of Operation Horizon

Mark Borland (pictured right), Projects & Contracts Group Manager (Highways, Environment & Infrastructure), shares his experience.



Challenge: As part of the new £100 million Project Horizon investment programme to address and repair the worst 10% of Surrey's roads, the challenge was to include as much as possible of the county's highways network which was in need of structural repair during the five year programme.

Solution: The new programme supports constructive dialogue with Members and residents, which in turn improves forward planning and engagement. We conducted a nine month consultation process with residents, local associations and Members. The consultation included: public roadshows (where residents could find out more about the project and give feedback), an online publicity campaign to seek residents' views, a public consultation exercise to allow the public to nominate their worst roads, and meetings with Members to ensure local priorities were being met.

Impact: 20% of the investment programme has been directly nominated by residents and Members, with the remainder identified purely on the engineering study and analysis. Over 100 kilometres of residential and rural roads, nominated by the public and Members, will be reconstructed as part of the five year programme.

Key thing I learnt: By using consultation methods effectively, the public were better able to understand the thinking behind the project and the involvement of Members was critical to obtaining agreement on the how the programme would proceed.

If you want to know more or want help with a similar challenge:

Please contact me at mark.borland@surreycc.gov.uk

A picture that tells a story



Operation Horizon: As part of the £100 million scheme, over 20% of the investment programme was directly nominated by Surrey residents and Members.

Improvement example (#2): Helping the residents of Surrey save money on their energy bills by collective switching

Barry Purdy (pictured right), Senior Category Specialist (Procurement and Commissioning, Business Services), shares his experience



Challenge: Surrey County Council is always looking for opportunities to partner with the community to increase their well being and prosperity. After analysing the market, we found that a new trend was emerging in the energy sector called “collective switching”.

Solution: To get a good price for energy, you need to regularly review your supplier and the amount you are paying. Bizarrely though, up to 80% of us in the country don't do this – even with all of the tariffs and switching websites on offer. So, by joining together with other customers, you can potentially negotiate a better deal for yourself. This is called 'collective switching'. The council grabbed hold of this initiative with both hands. Backed with support from the Leader, the Chief Executive and the Cabinet Member for Business Services, a project team was formed and an extensive marketing and face to face campaign was launched.

Impact: What resulted was “Surrey Switch and Save”; a pioneering scheme that was designed to make it easy for residents to get a better deal from electricity and gas suppliers. Over 11,000 householders signed up for the Surrey scheme and over 160,000 took part across the rest of the country. An auction was held on behalf of residents who signed up that took place on 9 April 2013. Over 1,000 Surrey residents have taken the opportunity to switch, each saving an average of £118.00.

Key thing I learnt: The importance of people. Without the support from the top down and the professionalism and skills from the key departments: Communications, Sustainability, Trading Standards and Procurement, so much could not have been achieved in such a short space of time.

If you want to know more or want help with a similar challenge:

Please contact me at barry.purdy@surreycc.gov.uk

Improvement example (#3): Supporting Young People Not in Education, Employment or Training (NEET) through innovative use of the council's assets

Cass Hardy (pictured right), Commissioning Manager (Services for Young People, Children, Schools and Families) shares her experience



Challenge:

We have had around 1,000 young people who are not in education, employment or training (NEET) for many years. Often they have had negative experiences at school and are unwilling or unable to access college or training providers. Many of them are desperate to work but are not quite ready, lacking qualifications or experience.

Solution:

Using the Council's existing youth centres, we have set up Skills Centres across the county. These provide training opportunities and work experience tailored to the interests and aspirations of young people who are hard-to-reach, in buildings which are not associated with formal study. Each Skills Centre is delivered by an education provider which supports the young people to progress into further study, employment or an Apprenticeship. Skills Centres not only benefit the participants of the the programme, it also means that better use was being made of youth centres during the day and increased the value they hold for local communities.

Impact:

We currently have 11 Skills Centres running. 93 young people who were NEET have been through Skills Centre programmes already, with very positive feedback received from young people and their parents.

Key thing I learnt:

Young people who are NEET tend to be stereotyped as lazy and unwilling to learn. The challenge is finding the subject or skill that will really interest them and taking it out into their own environments where they feel secure.

If you want to know more or want help with a similar challenge:

Please contact me at cass.hardy@surreycc.gov.uk

VALUE *We will create public value by improving outcomes for residents*

Key stats and facts

- ❖ The council's Public Value Review programme, which identified £279 million of savings to 2016, secured Surrey the 'Council of the Year Award' at the Improvement and Efficiency South East Awards in March 2013
- ❖ £66 million of savings were delivered in the 2012/13 financial year.
- ❖ 50% of the council's spend on suppliers is with Surrey-based companies.
- ❖ The 'BuildSurrey' website, which invites firms to bid for construction and repair work, has seen 18 local businesses secure over £400,000 of contracts from Surrey's public sector.

Improvement example (#4): Sharing services to drive cost efficiencies and improve processes

Simon Pollock (pictured right), Head of Shared Services (Shared Services, Business Services), shares his experience.



Challenge: Surrey County Council (SCC) is faced with delivering high quality services to the public whilst funding continues to reduce. In order to face these challenging circumstances, SCC is looking at innovative ways of partnering with other public organisations to share resources and integrate common processes to save money.

Solution: SCC and East Sussex County Council (ESCC) entered into a partnership arrangement under which SCC are carrying out transactional support activities and IT hosting services on behalf of ESCC that were previously delivered by Serco, a private company. We now share functions for accounts payable, accounts receivable, payroll and pensions. The model that was used to set up the ESCC partnership can now be used to attract future partners.

Impact: In April 2013, 38 staff who previously worked for Serco had their contracts transferred to SCC employment, meaning we were able to protect local jobs by retaining these staff. The office is situated in Uckfield and, as part of the partnership arrangement, is managed by ESCC. This will deliver savings and integrate common processes between the organisations to improve the way we conduct transactional services.

Key thing I learnt: It is really important to build good relationships with our partners in public sector organisations in order to work together find the savings and improvements that benefit residents

If you want to know more or want help with a similar challenge:
Please contact me at simon.pollock@surreycc.gov.uk

A picture that tells a story



Award Winning: The 'BuildSurrey' website was key to the Government recognising Surrey as one of the country's top 10 councils to do business with.

Improvement example (#5): Bringing a dormant trust fund back in to use for young people of Runnymede and increasing the funds available.

Saba Hussain (pictured right), Policy & Strategic Partnerships Manager (Policy & Performance, Chief Executive's Office) shares her experience



Challenge: The Community Foundation for Surrey (CFS) is an independent charitable trust raising the level of charitable donations for the people of Surrey. Donations could be matched for a short period of time through funding available from the Government and not all of the potential match had been utilised.

Process: I liaised with the Charity Commission to check if it was viable to transfer a Trust Fund to the CFS. I also worked with Legal and Finance teams to carry out the internal due diligence. I also consulted other stakeholders, such as Runnymede Borough Council, Members and CFS for their advice and support.

Solution: A report was written for the relevant Cabinet Member summarising the processes, potential benefits, specifying how the Trust will be administered, managed and monitored on an ongoing basis.

Impact: This will have a lasting impact on young people as funds of over £100,000 per year will be available indefinitely. The money will be used in perpetuity for youth-activity grants in the Runnymede area as the Trust originally intended.

Key thing I learnt: It's critical to involve all the stakeholders early to get things done quickly and positively and understand where there may be unforeseen challenges.

If you want to know more or want help with a similar challenge:

Please contact me at saba.hussain@surreycc.gov.uk. You can also find out more about the work of Community Foundation for Surrey [here](#).

Improvement example (#6): Successfully engaging with stakeholders, including Members and residents, during the construction of the new Walton Bridge

Keith Scott (pictured right), Highway Planned Maintenance Team Manager & Walton Bridge Project Manager (Highways, Environment and Infrastructure), shares his experience.



Challenge: As part of a project to construct a new bridge linking Walton and Shepperton, the challenge was to fully engage with the community and travelling public to ensure continual access adjacent to, and through, the live traffic site, engage and respond to the community's issues, and see the construction team as part of their community during the two year construction phase of this £34 million major civil engineering project.

Solution: We set up a community engagement and information strategy plan with the main contractor, Costains, and implemented it from day one. The measures we took included safe and uninterrupted routes through the site with clear sight of the works. Updated Information boards around the site as works progressed. Direct telephone, email, letter and specific web link for the community to communicate with the project team (both the council & Contractor) and a webcam installed showing live 24/7 streaming of the site throughout the two year construction phase.

Impact: We were given very positive feedback from the community. Costains received a national 'Considerate Constructors Scheme Award for community engagement on this project and numerous compliments have been received from the public.

Key thing I learnt: I learned that the local community really wanted to feel actively involved in the project. Introducing a community engagement strategy at an early stage, a high level of customer satisfaction can be achieved in tandem with successful delivery of the project.

If you want to know more or want help with a similar challenge:

Please contact me at keith.scott@surreycc.gov.uk. You can also learn more about the Walton Bridge project [here](#).

PARTNERSHIPS

We will work with our partners in the interests of Surrey

Key stats and facts

- ❖ Surrey County Council and Guildford Borough Council have joined together to improve facilities for people that use the Guildford gyratory to stimulate economic growth and increase safety, on and off the road.
- ❖ The council's joint venture with Babcock 4S, who provide education support services, has reaped a dividend of £2 million which will be reinvested in educating children and other services.
- ❖ Surrey Future, which brings together all of Surrey's councils and business leaders, was launched in March 2013. A key aim of the group is to promote economic growth in the county.
- ❖ Through our partnership with BT, the roll-out of Superfast Broadband has begun in earnest with 65% of premises affected by the programme lined up to be connected to fibre-based broadband by the end of 2013/14.

Improvement example (#7): Developing a partnership approach to youth engagement on crime prevention and community safety issues

Louise Gibbins (pic tured right), Community Safety Officer (Community Safety Team, Customers and Communities), shares her experience



Challenge: How do we have an engaging and meaningful discussion with young people on a wide range of crime prevention issues?

Solution: A delivery group was set up comprised of, amongst others, Police, Community Safety, Police Cadets and Schools. Between us we delivered SHOUT in North Surrey. 150 teenagers took part in a drama led event based on real life scenarios. We discussed personal safety, anti-social behaviour, drugs and youth provision and highlighted the dangers of internet bullying and grooming. Further conferences are planned for other parts of the county later this year.

Impact: 150 young people have a better understanding of community safety issues like the criminal justice system, bullying and harassment and personal safety. We also learned more about young people's views and how to respond, for example, we learned that more young people believe drugs purchased on the street are more dangerous than "legal highs", so we're working on ways to educate young people further on how dangerous they can be.

Key thing I learnt: It is important to recognise and utilise the strengths and areas of expertise of all our partner agencies and make the best use of available resources by taking a partnership approach wherever possible.

If you want to know more or want help with a similar challenge:
Please contact me at louise.gibbins@surreycc.gov.uk

A picture that tells a story



Looking to the Future: John Furey, Cabinet Member for Transport, Highways and Environment, speaks at the launch event for Surrey Future.

QUALITY

We will ensure the highest quality and encourage innovation

Key stats and facts

- ❖ 98% of road defects are permanently repaired within 28 days of them being reported.
- ❖ The materials being used to repair some of Surrey's worst roads carry a 10 year warranty, which means that the cost for repairs is incurred by the contractor, not the council.
- ❖ Our innovative approach to restorative justice has meant that no looked after child placed in Surrey has entered the criminal justice system for almost two years.
- ❖ In 2012/13, the council installed 5,427 pieces of telecare equipment. This includes equipments such as smoke and heat detectors and community alarms.

Improvement example (#8): Using innovative methods and technology to keep residents informed on progress of the County Council elections

Andrew Daruval, Chris Spring and Sue Shoemsmith (pictured right), (IMT, Business Services), share their experience



Challenge: Following a review of the council's 2009 election, we realised that we needed to create something that gave residents a high-level overview of how results of the elections would unfold on 2 May. We wanted to use the council's 'Shift' innovation process to develop something completely new within a short timescale.

Solution: The **election dashboard** website was born! It was developed using agile project management, so that decisions on the final product's style and functionality could be taken quickly. When the elections took place on 2 May, an interactive diagram of the county was updated on the website with the colour of the winning party for each electoral division. We used data uploaded to the Council's election management software to extract information on candidates and results and residents could access their local results by searching with their postcode.

Impact: The dashboard website attracted, between 1 and 15 May 2013, 22,888 unique visitors and 17,394 postcode searches were carried out. These audience figures were surprising given the short time period for the elections! This project was a great example of where the council's innovation process made a real difference and produced something tangible that added value for Surrey residents.

Key thing we learnt: As the project developed, it became clear that for the dashboard to meet our original specifications, we needed more resources. Earlier identification of resources and dependencies would have been useful for this project.

If you want to know more or want help with a similar challenge:

Please contact us at andrew.daruval@surreycc.gov.uk, chris.spring@surreycc.gov.uk or sue.shoemsmith@surreycc.gov.uk. You can also see the **dashboard** here.

A picture that tells a story



Using technology to keep vulnerable people safe: The council is trialling a watch that uses GPS technology to ensure that people with dementia don't get lost.

Improvement example (#9): How telecare can save lives

Melanie Bussicott, (pictured right), Assistant Director for District and Borough Partnerships (District and Borough Partnerships, Adult Social Care) shares her experience



Challenge: Two sisters were referred into the social care locality team, to assess for the provision of services at home. They both have dementia and one of them has reduced mobility. They had few visitors apart from the care worker who visited on a daily basis. Both sisters are heavy smokers, and there had been concerns prior to the council's involvement, of the gas stove being left on.

Solution: It was apparent during the assessment that neither of the sisters would be able to respond if their own smoke detectors went off, and their smoking meant they were at high risk of having a fire. A follow up visit was arranged with a telecare installer to set up a community alarm, smoke, gas and heat detectors.

Impact: Approximately two weeks after the equipment was installed, one of the sisters placed their electric kettle on the gas stove and lit it. The kettle was left starting a fire. The telecare equipment went off and alerted the call centre who then contacted the fire service to respond. The fire service arrived to find the sisters sitting in their lounge with smoke from the kitchen filling it, unaware they had a fire. The fire service arrived in time to put out the fire and both ladies were unharmed. Had the equipment not been installed, it would have resulted in at least considerable damage to property, serious injury or even death.

Key thing I learnt: Technology has a key role to play in safeguarding vulnerable adults and helping them maintain their independence.

If you want to know more or want help with a similar challenge:

Please contact me at melanie.bussicott@surreycc.gov.uk

PEOPLE

We will ensure develop and equip our officers and Members to provide excellent service

Key stats and facts

- ❖ The council aims to help 500 young people to secure an apprenticeship placement by the end of the 2013/14 financial year as part of a skills development and participation programme.
- ❖ The spending on council staff for 2012/13 was £295.02 million - £12.25 million under the allocated staff budget for the year of £307.24 million.
- ❖ 7.85 days per FTE are lost to sickness absence – the trend in sickness has declined since a figure of 8.9 days was reported in May 2010.
- ❖ Staff have been provided with more flexible options to learn and develop, through the launch of MyLearning Extra, an e-learning system.
- ❖ A council-wide IT skills project was launched in January aimed at developing staff and Members' IT skills to a good standard so that are IT resources could be used as effectively as possible.

A picture that tells a story



Employee volunteering: Staff that took part in the employee volunteering scheme in 2012/13 “banked” 205 days – almost quadruple the take-up figure for 2011/12 (46).

Improvement example (#10): Using a Rapid Improvement Event to transform the onboarding process

Sadie Lynch (pictured right), Project Lead HR (Shared Services, Business Services), shares her experience



Challenge: The current onboarding process (all activity from verbal offer to the first pay day for a new employee or an existing employee changing roles) was fragmented, largely undefined and a poor customer experience. We gathered data that supported this view with, for instance, 80% of managers experiencing problems at some stage of the onboarding process.

Solution: We used a Rapid Improvement Event to apply to the onboarding issue because it was a process owned by almost every Service within Business Services. It helped us focus on the key issues by looking at the problem from different team perspectives. The current process was mapped from end to end, and we spoke to our customers about the current issues and what they wanted. The team then redesigned the process from start to finish.

Impact: A new approach was designed that was easier to follow and user-friendly. We reduced the number of forms to be filled in and managers are now expected to validate information instead of filling out numerous forms.

Key thing I learnt: A Rapid Improvement Event is a powerful tool for dramatic change. To ensure a successful event make sure you have the resources in place to set it up. The key element for success is engagement, engagement and more engagement.

If you want to know more or want help with a similar challenge:

Please contact me at sadie.lynch@surreycc.gov.uk

STEWARDSHIP *We will look after Surrey's resources responsibly*

Key stats and facts

- ❖ Ways are being worked on to continue reducing carbon dioxide emissions from the council's buildings. Emissions from Surrey County Council buildings were reduced by 10.8% in 2012/13.
- ❖ Good progress is being made in preparation for the construction of the Eco Park, which will reduce the amount of waste going to landfill, leading to prevention of the release of methane into the atmosphere. The aim is to finish construction by 2015.
- ❖ Investment is being made in renewable energy solutions for council buildings. There are currently over 50 installations on the council estate totaling 1.4 megawatts, including ground source heat pumps and wood fuel boilers.
- ❖ There was a significant decrease in the amount of waste going to landfill in 2012/13 which dropped from 77,900 to 49,200 tonnes – a reduction of 37% in the past year.

A picture that tells a story



Ride London-Surrey: David Hodge launched the route profile of the Prudential London-Surrey 100 and Classic event with Mayor of London, Boris Johnson, in May 2013. The cycling festival was announced as Department of Transport figures revealed that 20% of Surrey residents cycle at least once a month - 5% more than national average.

Improvement example (#11): Making the 'Green Deal' a good deal for Surrey residents

Bronwen Fisher (pic tured right), Sustainability Policy and Partnership manager (Sustainability Group, Environment and Infrastructure), shares her experience



Challenge: Surrey residents spend over £600 million on energy bills every year. There are many ways to save money on bills and cut carbon emissions but it can get confusing with so many options on offer.

Process: Boroughs and Districts and departments across the council have all been working together to help residents get better deals, clear advice and for local installers to access work. We have partnered with a single preferred advice organisation - **Action Surrey** – to ensure that householders get a high quality, value for money service.

Solution: A 'one stop shop' for home energy efficiency means that Surrey residents get impartial advice on their options and local installers can be linked up with customers. We also led on 'Surrey Switch and Save' to secure better energy deals for residents. As a partnership, we are in a stronger position to negotiate better deals for residents, link local suppliers to a bigger pool of work, communicate effectively and access more Government funding to help our residents.

Impact: So far 2,000 households in Surrey have signed up for a 'Green Deal Assessment' to get advice and funding to improve the energy efficiency of their homes. In addition, over 1,000 residents have switched using 'Surrey Switch and Save' meaning that they will save, on average, £118 per year (see Improvement Example 2).

Key thing I learnt: It really is worth persevering for a joined up approach because it's so much clearer to residents and businesses.

If you want to know more or want help with a similar challenge:

Please contact me at bronwen.fisher@surreycc.gov.uk or go to www.actionsurrey.org

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ANNEX B – EXAMPLES OF AWARDS AND PRAISE RECEIVED

- The council was crowned '**local authority of the year**' at the Improvement and Efficiency South East Awards in March 2013. The award was for the Public Value Reviews programme, which unearthed £279 million to be delivered by 2016. The council also won a silver award at the same event for supporting older and vulnerable people through working closely with boroughs and districts.
- Surrey was shortlisted for the '**Council of the Year**' award at the Local Government Chronicle Awards 2013.
- The council's new five year approach to road maintenance planning has been used as an example of **excellent work** by the Cabinet Office. The programme was used as an example of 'how to cut waste, improve efficiency and encourage a more collaborative supply chain' in the procurement process.
- Secretary of State for Energy and Climate Change Ed Davey has backed the council's '**Switch and Save**' scheme to help people cut the cost of their energy bills. His support came as the number of people registering for the scheme topped 2,700 in January 2013. Esher and Walton MP, Dominic Raab, has also offered his support.
- BT's Managing Director of Next Generation Access, Bill Murphy, has praised the council's Superfast Broadband plans as being "**world-leading**". Commenting on the council's aim to ensure virtually 100% access to superfast broadband before the end of next year, Mr Murphy said, "I don't think you'll find anyone else in the world with those types of numbers".
- The council's shared service centre – which provides support for HR, finance and purchasing – has been handed the Government's **Customer Service Excellence Standard** for the second year running.
- In May 2013, the council was named by the Government as one of the country's **top 10 councils to do business with**. The award was won jointly with East Sussex County Council as the two councils have been working together on giving firms more opportunities to clinch public sector deals.
- Justice Secretary, Chris Grayling, has backed the council's initiative to drive **increased apprenticeship numbers**. He applauded Surrey for "embracing the need for that real focus on apprenticeships" after the council pledged to boost the job prospects of 500 teenagers by April 2014.
- The '**Supersticker**' initiative from Trading Standards – a sticker that residents can use to give legal force to notices telling doorstep sellers to leave – has been endorsed and given national recognition by the Trading Standards Institute, Daily Mirror and MoneySavingExpert.com, amongst others.
- The new **Dorking library** has been short-listed for the high profile Bookseller Industry Awards Library of the Year Award. One of our librarians, **Kay**

Hadwick, from Redhill Library, has also won the prestigious **Librarian of the Year Award** from the Publishers Publicity Circle, an independent trade body that highlights high standards in library services. She was nominated in her work for promoting reading and a programme of events to draw attention to works of new and established authors.

Corporate Peer Challenge

Surrey County Council

26th February to 1st March 2013

Report

1. Background and scope of the peer challenge

On behalf of the team, I would just like to say what a pleasure and privilege it was to be invited in to Surrey County Council to deliver the recent corporate peer challenge. The team very much appreciated the efforts that went into preparing for the visit and looking after us whilst we were on site and the participation of elected members, staff and partners in the process.

This was one of the early tranche of corporate peer challenges delivered by the Local Government Association as part of the new approach to sector led improvement. Peer challenges are managed and delivered by experienced elected member and officer peers. The peers who delivered the peer challenge were:

Caroline Tapster, former Chief Executive, Hertfordshire County Council
Councillor Martin Tett, Leader of Buckinghamshire County Council (Conservative)
Councillor Simon Henig, Leader of Durham County Council (Labour)
Paul Naylor, Deputy Chief Executive, Ashford Borough Council
John Craig, Managing Partner, Innovation Unit
Chris Bowron, Peer Challenge Manager, Local Government Association

It is important to stress that this was not an inspection. Peer challenges are improvement-orientated and tailored to meet individual councils' needs. Indeed they are designed to complement and add value to a council's own performance and improvement focus. The peers used their experience and knowledge to reflect on the evidence presented to them by people they met, things they saw and material that they read.

The guiding questions for all corporate peer challenges are:

- Does the council understand its local context and has it established a clear set of priorities?
- Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- Does the council have effective political and managerial leadership and is it a constructive partnership?
- Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
- Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

In order to tailor the challenge specifically to Surrey, we undertook to consider these components in the context of ‘an organisation that wants to become more innovative’.

As you will recall, we undertook to write to you to confirm the team’s findings, building on the feedback provided to you on the final day of the peer challenge and, in particular, expanding upon those areas that we highlighted as likely to benefit from some further attention. This report sets out those findings.

2. Executive summary

There is universal recognition amongst people we met during the peer challenge process that Surrey County Council has made huge strides in the last four years. The purpose of the exercise was not to dwell on issues of the past, in terms of the very difficult position the council was in in 2009, but inevitably, in talking through with people how they saw the organisation currently, many of them used that period as a baseline and a comparator. At the same time, however, people reflected that the council is on an ‘improvement journey’ – with a way to go until it fulfils its key ambitions for the future – with the work it has undertaken in recent years being seen to have laid solid foundations on which to build..

External judgements have significantly improved around key services, including adults' services and the safeguarding of children, and the council has been shortlisted this year in the Local Government Chronicle (LGC) Awards in a number of categories, including council of the year. The council has also been shortlisted for council of the year in the Improvement and Efficiency South East (IESE) Awards. In addition, the council has secured a wide range of achievements that have benefitted the county.

The Leader and Chief Executive are seen as having been integral to the turnaround of the authority. Amongst other things, they are seen as having played a vital role in the vast improvement that has been experienced in the council’s relationships with the district and borough councils in Surrey and in establishing relationships between elected members and officers at all levels in the council that are seen now to be effective. In leading a dramatic cultural change they have strongly modelled it and in many respects the culture that has been formed reflects them as individuals in terms of their approach, values and beliefs. This is all extremely positive but it does throw up some important challenges for the future in terms of the organisation ensuring it does not rely overly on the two of them, with everybody across the council needing to take on a greater share of the responsibility as the council seeks to move to the next level, and ensuring the culture change they have led is spread right through the organisation and can be sustained.

The general level of staff commitment, enthusiasm, pride and talent in the council is notable. The cultural changes that have been brought about have clearly motivated people and generated an atmosphere of enthusiasm, coupled with significant goodwill. Most of the staff that we met indicated they now feel much more empowered and able to ‘get on and deliver’ and people spoke of having regained a sense of pride about working for the council. The council does, however, need to be aware of a small, but important, number of staffing and organisational issues that still feature for people. Whilst major culture change has been delivered and leadership and management of the organisation are strong, the council recognises that elements of the old culture still prevail in some areas. In addition, engaging people at all levels and right across the organisation, better

joining things up across the council and ensuring the authority is sufficiently responsive and 'fleet of foot' remain key challenges. In seeking to take the council to the next level it is important that everybody takes a greater responsibility and bears in mind the requirement to continue to 'raise their game'.

The council has established innovation as a major organisational priority and has built strong foundations for becoming an innovative organisation. It is also beginning to establish a critical mass of the different elements that it needs to achieve its ambitions around innovation. Although it is very early days, the council's innovation work has the visible sponsorship of leaders and is backed by time and resources and this has helped to generate wide awareness of the work and enthusiasm amongst staff.

The council is committed to maintaining its capacity and capability despite the current financial climate. However, the commitment it has made will require further significant change and improvement being delivered into the future. A series of activities has been, and continues to be, undertaken aimed at delivering change and improvement whilst also helping to address the council's financial challenges, including Public Value Reviews and Rapid Improvement Events. In addition, strong progress has been made by the council in relation to shared services, procurement and trading.

Customer service has moved forward significantly in the authority over recent years, with the advent of the customer contact centre and the enhancing of the council's website. However, it is important that the council continually reviews how things operate in order to ensure they are keeping pace with customer expectations. Given the council's aspirations around becoming the most effective local authority in the country – an issue on which we see local citizens as being key judges – it will be important to ensure the council's approach to customers is truly leading-edge and high performing. With the challenges that the authority has faced in recent years and the work that has been done on cultural change, investing in its people and addressing the financial pressures, there has inevitably been something of an internal focus to the organisation and it is important that there is equal focus on the customer.

Surrey County Council has a net revenue budget of around £1.5billion. As with every local authority, major budget pressures are being experienced - with those for Surrey exceeding £250m over the period from 2010 to 2014. The council has already achieved significant levels of savings and more are planned, although unallocated savings of £18m and £39m remain for 2013/14 and 2014/15 respectively. The council's approach regarding its financial challenge is to focus on the long-term and, as part of this, seek to establish ways of generating additional income and better capitalising on assets and the ability to make investments – although no assumptions are being made around the financial return that these new avenues might secure in the years immediately ahead. Key assumptions are, though, being woven in elsewhere in the financial planning which seem to be relatively optimistic. We see the overall approach and assumptions that are being made as ambitious and different to those of most other councils and, in our view, there is undoubtedly risk here. However, the council is very confident about its approach and that it has adequately considered all of the risks.

3. Detailed findings

3.1 A story of progress in Surrey

- Amongst everybody that we spoke to during the course of the peer challenge, there was universal recognition that Surrey County Council has made huge strides in the last four years – particularly with regard to its culture. The purpose of the exercise was not to dwell on issues of the past, in terms of the very difficult position the council was in in 2009, but inevitably, in talking through with people how they saw the organisation currently, many of them used that period as a baseline and a comparator. At the same time, however, people reflected that the council is on an ‘improvement journey’ – with a way to go until it fulfils its key ambitions for the future, including a ‘One County, One Team’ organisational culture and being the most effective local authority in the country by 2017. The senior leadership in particular reflected the council as a ‘work in progress’, with the hard work and investment of recent years having ‘laid the foundations for the council now to take off’.
- The Leader and Chief Executive are seen as having been integral to the turnaround of the authority – with virtually everybody we met, internally and externally, highlighting the role they have played and the highly positive impact they have had. Amongst other things, they are seen as having played a vital role in the vast improvement that has been experienced in the council’s relationships with the district and borough councils in Surrey and in establishing relationships between elected members and officers at all levels in the council that are seen now to be effective.
- The general level of staff commitment, enthusiasm, pride and talent in the council is notable. The cultural changes that have been brought about have clearly motivated people and generated an atmosphere of enthusiasm, coupled with significant goodwill. People spoke of having regained a sense of pride about working for the council. The financial climate, with the need that it has generated for savings to be made, has inevitably impacted negatively on some individuals in the authority, although the number of compulsory redundancies has been limited to around 150 in recent years. However, the council has demonstrated a clear commitment to investing in people generally, in such areas as IT and training and development, and the council both knows that this needs to continue and wants to ensure it does so.
- External judgements have significantly improved around key services, including adults’ services and the safeguarding of children, and the council has been shortlisted this year in the Local Government Chronicle (LGC) Awards in the categories of corporate governance, health and social care and council of the year. The council has also been shortlisted for council of the year in the Improvement and Efficiency South East (IESE) Awards which are being held soon. In addition, the council has secured a wide range of achievements, including the successful delivery of those aspects of the Olympics that were hosted in the county and major events such as the Tour of Britain cycle race. The council has also established nearly 1,500 additional school places – the equivalent of 48 additional classes and

roughly triple the largest number required in previous years – in response to growing need. A deal has been agreed with BT to provide superfast broadband in Surrey that aims to make it the best connected county in the country and deliver an estimated £28m benefit for the local economy each year. A new highways contract has been agreed and a five year £100m capital programme, called 'Project Horizon', has been put in place to deliver the refurbishment of key roads within the county. The waste partnership with other councils in Surrey is seen to be working well and the 'Travel Smart' initiative, established within some of the major towns in Surrey and aimed at providing people with more travel choices in order to reduce costs and carbon emissions and boost health, is seeing £18million investment over the three years from 2012.

3.2 Political and managerial leadership

- The Leader and Chief Executive are held in extremely high regard both within and outside the organisation. Virtually everybody that we met referred to them having played a transformative role, particularly in regard to cultural issues including relationships both within and beyond the council. Staff at all levels highlighted how visible they both are within the organisation and they are clearly very well engaged with council officers, elected members and partner organisations. They also both demonstrate high levels of energy and enthusiasm and it was readily obvious to us just how much trust and belief people have in them. In leading a dramatic cultural change they have strongly modelled it and in many respects the culture that has been formed reflects them as individuals in terms of their approach, values and beliefs. This is all extremely positive but it does throw up some important challenges for the future in terms of the organisation ensuring it does not rely overly on the two of them, with everybody across the council needing to take on a greater share of the responsibility as the council seeks to move to the next level, and ensuring the culture change they have led can be spread right through the organisation and sustained beyond the period of time that they are in their roles.
- Relationships between elected members and officers at all levels in the council are seen now to be effective. Within this, joint working between the Cabinet and Corporate Leadership Team, at both the one-to-one and collective level, is strong – with this both being facilitated by, and reflected in, regular and open dialogue and joint consideration of key issues in order to determine the way forward on matters. The individuals concerned demonstrate strong leadership of their Directorates and Portfolios. Middle managers are seen to be strong and we were very impressed by many of those that we met. The most recent large-scale survey of staff, in 2011, showed that line management was very strong within the council with 86 per cent of staff indicating their manager was approachable, 71 per cent saying their manager created a workplace where they felt supported and 68 per cent indicating they had been thanked for their work in the previous month by their manager.
- Whilst major culture change has been delivered and leadership and management of the organisation are strong, the council recognises that elements of the old culture still prevail in some areas. Some frontline staff still experience frustrations around decision-making by line managers. Also, the percentage of staff indicating they have experienced an incident of bullying and harassment has increased slightly over recent years and, based on the 2012 'mini' staff survey, sits currently at 15 per

cent. The percentage of such incidents that people indicated they had chosen to report has declined in the period since 2011. The same survey also showed a decline between 2011 and 2012 in the percentage of staff indicating they received the help and support they needed from colleagues in a timely way – from 88 per cent to 79 per cent. Whilst the proportion of appraisals undertaken has increased from 63 per cent in 2008 to 70 per cent in 2012, there has been a downturn from the peak of 73 per cent in 2010. Whilst these aspects, particularly in relation to bullying and harassment, represent a cause for concern, the organisation is aware of the situation and the issues and is actively working to address them through, for example, the provision of training activities to address bullying and harassment and voluntary mediation sessions.

3.3 Organisational capacity

- The council is committed to maintaining its capacity and capability despite the current financial climate. The corporate strategy states:
 - “During the next few years many councils will respond to the challenges they face by reducing their capacity and capability. We won’t. We will conserve and where we can build on our strengths“
- This is a bold stance, which provides staff with a degree of reassurance about the future, and is reflective of a long-term strategic approach the council has adopted in relation to its planning and resources. However, the commitment it has made does not equate to the status quo prevailing in the council, with significant change and improvement being delivered over recent years and continuing into the future. A key element of such change is the series of Public Value Reviews that have been undertaken, looking at what the council provides, the basis on which it does so and how the benefits for citizens can be maximised. Whilst the council has identified £279m savings, following 29 reviews, that it aims to secure through this programme by 2016, we noted the emphasis that the authority has placed on ‘public value’ through the reviews and the fact, related to this, that it has been willing to invest further in some areas of delivery, such as mental health, rather than just focusing on taking money out. The authority is also engaged in a series of Rapid Improvement Events which, over the course of a week, bring together relevant people from the authority and key stakeholders around ‘cross-cutting’ issues in order to identify opportunities for improvement and develop plans to achieve it. People we spoke to about these have found them both stimulating and to have delivered real benefit.
- Strong progress has been made by the council in relation to shared services, procurement and trading. The authority is now providing services with other councils and organisations, including East Sussex for procurement and other back office functions and Hampshire for the maintenance of school buildings. Through the ‘Surrey First’ grouping of all the local authorities and some of the other public bodies in the county, the council is engaged in improving collaborative working across key aspects of its operations including HR, ICT, assets, procurement and waste. The approach being taken appears to be a pragmatic one, involving fostering partnership working on a case by case basis in line with the needs and

interests of individual organisations – thus a tailored approach as opposed to seeking to develop universal shared services solutions. Collaboration is also taking place with the ‘South-East Seven’ (SE7) grouping of county and unitary councils. Through this, opportunities around highways, special educational needs provision, waste management, IT, property asset management and procurement are being explored. Essentially, there is a growing commercial understanding within the organisation and we noted a number of senior officers with a commercial background who have joined the council in recent times. The overall sense around all of this for us was that Surrey County Council demonstrates a mature attitude to collaborative working.

- There is a clear commitment on the part of the council towards investing in people, both in terms of staff and elected members. Whilst there are still some inadequacies and frustrations around it, the IT infrastructure has been improved over recent years and investment continues to be made. All staff recently undertook an exercise to assess their IT equipment, with a view to maximising the effectiveness of the way they work including through mobile and remote working, and the council is currently in the process of rolling out the delivery of the related kit. Improvements have been seen in office accommodation and the budget for training and development in the authority has been increased year on year in recent times as part of the council’s commitment to maintaining its capacity and capability.
- With the major cultural shift that has been achieved in the organisation in the last few years, most of the staff that we met indicated they now feel much more empowered and able to ‘get on and deliver’. This contrasts heavily with a feeling that they had previously of ‘command and control’ which stifled and frustrated them and undermined their sense of ownership, responsibility and fulfilment. The council does, however, need to be aware of a small, but important, number of staffing and organisational issues that still feature for people. The first is concerned with ensuring that engaging people at all levels and right across the organisation is seen as a responsibility to be shared across all managers. We highlighted earlier the issue around the undertaking of staff appraisals. In addition, internal communications, and in particular the holding of team meetings, was highlighted in the most recent staff survey as being less than adequate in some parts of the organisation. There was a sense that we drew from our discussions that the emphasis in communications is placed on delivering messages to staff rather than them being able to contribute their views, feedback and ideas. The feeling amongst some staff we spoke to is that the authority doesn’t listen to them – with them indicating, for example, a lack of confidence that the council would act on the findings of staff surveys. The regular informal sessions the Chief Executive hosts with staff from across the organisation to glean their views and perspectives does, however, suggest a desire to strike a more effective balance in the approach to communications going forward – although this cannot be solely his responsibility.
- Another issue is a sense that we developed, during our discussions, that ‘making things happen’ is seen too often as a responsibility of the council’s senior leadership rather than one shared by all managers across the organisation. Whilst not strongly evidenced, this does link with a theme we outlined earlier around ensuring everybody across the council takes on a greater share of the responsibility as the council seeks to move to the next level. As an example, some of the frontline staff

we met still frequently experience a slowness and lack of dynamism when it comes to decision-making by line managers – which serves to undermine the belief amongst those staff that the senior leadership have been successful in completely achieving the transformation they desire. Also, there is still a challenge, which is readily acknowledged by people within the council, around better joining things up across the organisation and ensuring the council is sufficiently responsive and ‘fleet of foot’. The council’s ‘One County, One Team’ aspirations remain more of an ambition at present than an established ethos or way of working but we recognise that this essentially represents the next in a long line of cultural changes that the authority has set out to achieve.

- A proportion of people spoke to us about the council having been risk-averse in the past at both the individual and organisational level – which is likely to have been both a result of and reflective of the culture that used to prevail. However, many people who spoke to us on the subject indicated that they felt attitudes towards risk are now changing, with individuals being willing to take more responsibility as part of being empowered and ‘getting on and doing’ and the council as a corporate body exploring how to innovate and use its resources creatively. Within all of this, it is clear that a more nuanced approach to the taking of risks is being considered, with some aspects of what the council does, such as safeguarding children and vulnerable adults, being less appropriate for the taking of risks than other aspects.
- We also learned of the council’s approach to attracting talent to come and work for the organisation. We can understand the rationale around this but with around 60 per cent of people embarking on new roles within the council being recruited externally, there is a need to ensure that existing employees are not denied opportunities and feelings of resentment do not emerge amongst existing staff. Many staff have worked for the council for quite a number of years and have ‘hung in there’ during difficult and challenging times so it is important to ensure they feel they are being rewarded for this and that they are kept motivated and engaged by seeing opportunities being made available to them to progress and develop.
- The council is already well engaged in networks and learning from others but is keen to extend this. We have already highlighted examples at the corporate level in the form of the ‘Surrey First’ and ‘SE7’ networks of local authorities. Individuals that we spoke to during the course of the peer challenge also highlighted instances of them visiting other councils to draw out learning, for example going to Hertfordshire to look at their work around ‘localism’. We also noted the good links that the senior leadership of the council, both politically and managerially, have in to government and Whitehall – which the council needs to ensure it makes full use of as it goes forward in seeking to secure the best possible outcomes for Surrey and its residents.

3.4 Innovation

- The council has established innovation as a major organisational priority and has built strong foundations for becoming an innovative organisation. It is also beginning to establish a critical mass of the different elements that it needs to achieve its ambitions around innovation:

- Innovation projects
 - Innovation leadership
 - Systems and protocols to support innovation across the organisation
 - Innovation methods
- Although it is early days, the council's innovation work has the visible sponsorship of leaders and is backed by time and resources. This has helped to generate good awareness of the work and enthusiasm amongst staff. In turn, this awareness and enthusiasm is beginning to be mirrored among the council's elected members and partners. It is striking that the message about the importance of innovation to the organisation's future has, to a certain extent, reached frontline staff plus middle managers and the business and voluntary and community sectors.
 - The commitment to innovation builds on a number of innovative pieces of work in the organisation. We heard in detail about impressive innovative work around, for example, learning disabilities, the emergent Health and Well-Being Board, youth justice, youth services and IT.
 - The commitment to innovation also builds on work to draw together and describe the council's innovation process and to prototype this through a range of test projects, including the digitalisation of aspects of cultural services. Particularly impressive here is the level of active sponsorship by senior officers, including the Chief Executive. This has resulted in a palpable sense amongst a good proportion of the staff that we met that they both have the permission to innovate and that their contributions will be valued.
 - It is often said that innovation requires a burning platform. What little systematic research there is suggests this is not the case in relation to the public sector¹. Because innovation in places like local authorities relies on public support and on discretionary effort from staff, it tends to demand a degree of organisational stability and a positive sense from staff that the organisation can succeed. In that context, Surrey County Council seems to have the scale, stability and developing reputation for success that encourage us to think it can make a success of its emerging innovation strategy.
 - In this context, we want to offer a set of insights to help to contribute to this future success. To build on the foundations of its innovation strategy, the council should continue to strengthen three elements of its work on innovation:
 - Value proposition
 - Authorising environment
 - Organisational capacity
 - Innovation should be an open, inclusive process, but it also requires a relentless focus on success and strong challenge, as well as support. Surrey County Council has done well to build enthusiasm and participation around innovation and is now in a position to further sharpen the value proposition for their work in this area. This

¹ Borins, P. *Public Management Innovation in Economically Advanced and Developing Countries* (International Review of Administrative Services, 67, pp 715-731)

will help to focus energy, effort and resources on the most vital challenges the council and the local area are facing.

- Whilst it is tempting to think that an organisation's innovation capacity is generic, research suggests that this is not the case. Continuous improvement and radical or systemic innovation require different environments and different approaches². Equally, a range of research suggests that the capacity to innovate in one area – like social care – does not equate to an ability to innovate in another³. Similarly, economic analysis shows that companies' research and development strategies do not converge over time, as organisational cultures shape perceptions of what is possible. As a result, the character and clarity of the challenges and priorities that an organisation's innovation capability is built in response to are vitally important. The best leaders of innovation 'start with why', focusing colleagues on specific challenges and the scale of their ambition.
- Councils innovate within complex moral and political authorising environments, so that building a coalition of support around their work is of vital importance. The council has done well to help their partners understand the importance of innovation to their future strategy and as time moves on they will be able to help them to see more about their strategic focus and intention.
- However, innovation can mean different things to different people, and innovative organisations have to continue to engage partners around their intentions to ensure the support and legitimacy they need. While innovation always brings risk, for public organisations, this risk is always in part socially constructed. The greater the understanding, support and engagement of citizens, staff and partners in a public agency's mission, the greater its ability to innovate.
- Where public agencies are successful in innovating over the long-term, they tend to build communities of practice around their work, composed not only of staff but of local citizens and of a range of experts and entrepreneurs from within and beyond the locality. This enables them to build critical mass around innovation in particular areas and also to build organisational cultures that are good at understanding both the needs of citizens and new technical possibilities:
 - "Innovation is essentially a two-sided or coupling activity. It has been compared... to the blades of a pair of scissors... On the one hand, it involves the recognition of a need... On the other hand, it involves technical knowledge... Experimental development and design, trial production and marketing involve a process of 'matching' the technical possibilities and the market."⁴
- Lastly, the council will need to continue to develop its organisational capability for innovation. From the people strategy to governance, officers and elected members

² Moore, M. (1997) *Creating Public Value: Strategic Management in Government* (Harvard University Press)

³ Dosi, G., *Technological paradigms and technological trajectories. A suggested interpretation of the determinants and directions of technical change*, *Research Policy*, 11(3):147-162, (1982) and Mazzucato, M. (2011) *The Entrepreneurial State* (Demos)

⁴ Freeman, C. (1997) *The Economics of Industrial Innovation* (Routledge)

will need to ensure that they have the structures and skills to deliver on their ambitions for innovation.

- It is easy for innovation to be seen as the reserve of a particular department or group of people. This can both weaken this group's ability to initiate change – as they come to be seen as an 'elite' – and let the greater part off the hook in terms of their contribution to the innovation process. Innovation is not for everyone and is not the primary task of local authorities, but it does require that their major functions find ways to work together and to contribute to its success.
- In particular, innovative organisations:
 - Develop the skills and capabilities to employ distinctive innovation methods and processes
 - Develop clear, structured innovation processes that combine periods of divergent creativity with periods of rigorous convergence and decision
 - Build the substantive knowledge and networks to innovators beyond the organisation to drive forward their work

3.5 Governance and decision-making

- The overall governance of the authority is felt to be sound and key elements of it, including officer/member relationships and standards of conduct and behaviour, are seen to have improved significantly in recent years. As part of sound decision-making, there is good sharing of information within the organisation, elected members generally are well informed on issues and there is transparency around where decisions are taken and by whom. There is regular reporting on the progress of key projects, initiatives and performance to Cabinet, Select Committees and Corporate Leadership Team, including around risk. As examples, the Chief Executive issues a six-monthly progress report to elected members, staff and stakeholders and which is publicly available, whilst Cabinet receives a quarterly report on key aspects of the authority including customer satisfaction/feedback, finance, workforce matters and council performance. Cabinet also reviews the Leadership Risk Register on a quarterly basis. The over-arching Overview and Scrutiny Committee (comprising the Chairs of the individual service/function specific Select Committees) also regularly reviews overall performance whilst Select Committees continuously scrutinise work programmes and performance relating to the areas they are mandated to cover.
- The council has increased the support it provides to elected members, including in relation to IT provision and their training and development. Cabinet Associate posts are being established that will serve to assist Portfolio Holders in fulfilling their roles. Increasing the support, in a variety of forms, for elected members should continue in to the future as the roles of elected members change and develop.
- There were a couple of elements of the council's governance arrangements that people consistently highlighted during our discussions as likely to benefit from further attention and possible revision - Select Committees and Local Committees. Select Committees are seen to be variable in their effectiveness. Whilst some offer

examples of excellent practice in terms of the way they focus their efforts through their work programme and a range of approaches, including task and finish style groups, and provide excellent challenge and support around those services and functions they cover, there are others that need to develop themselves further. The overall sense is that the overview and scrutiny function, whilst good in parts, has more to offer by tapping in more to the capacity available in those involved. Local Committees are assuming increasing responsibilities and there is belief that they could play an enhanced role. In addition to their existing responsibilities around the likes of highways, libraries and the commissioning of youth service provision, there is emerging thinking in the council around them playing a role in the public health agenda and working with schools, including Academies, to improve their performance. Given such thinking is emerging, it feels like the right time for the council, along with relevant partners including the district and borough councils, to consider the role of Local Committees in a new era in order to ensure they are sufficiently well-placed to succeed, including giving consideration as to whether different approaches might be adopted in different places depending on local circumstances.

3.6 Financial planning

- Surrey County Council has a net revenue budget of around £1.5 billion. As with every local authority, major budget pressures are being experienced - with those for Surrey exceeding £250m over the period from 2010 to 2014. The council has achieved significant levels of savings in recent years totalling £68m in 2010/11, £61m in 2011/12 and £66m expected this year against a target of £71m. The budget that has just been agreed for 2013/14 shows planned savings of £50m and the council has plans in place to deliver a further £33m the following year – although over and above this there remain outstanding funding gaps of £18m in 2013/14 and £39m in 2014/15. The council is confident that the gap in 2013/14 can be addressed through a combination of contingencies and the carrying forward of underspends from the current financial year.
- The council is committed to undertaking a review of its Medium Term Financial Plan in the first quarter of 2013/14. This will be presented to Cabinet, along with details of the way the 2014/15 funding gap will be addressed. We, and the council, see this review as being an essential aspect in addressing the need that exists for the council to regularly assure itself that the overall approach it is adopting to its financial challenges, including the assumptions that it is making, is appropriate. The council also plans to develop a ‘fall-back’ position to be adopted if scenarios change going forward – something which we would strongly endorse.
- The general view regarding the financial position of the council amongst people we met at a range of levels in the organisation was that it was “tough” and “challenging” – language which reflected people having a perspective that balanced a good understanding of the extent of the savings required, the belief that the council has a clear plan in place, confidence derived from what has been achieved to date and an appreciation of the relatively good position of the authority in relation to capital and assets. Certainly there was no sense of a ‘crisis’ situation – which contrasts heavily with what is being experienced in many other councils.

- It is readily obvious that the council will need to ensure the successful delivery of its savings targets and it is confident in the robustness of its approach to doing so. A system of monitoring progress across the extensive range of savings projects and overall delivery against the financial challenges is in place, which includes regular reporting to Cabinet and consideration by the Overview and Scrutiny Committee. We understand that the council has relaxed aspects of its financial controls and compliance for managers. We didn't explore the detail of this and can appreciate the rationale behind it, but it is obviously important that an appropriate balance is maintained in order to ensure there is sufficient rigour around budgets and the achievement of savings.
- What has been achieved to date is impressive but as the financial future becomes more challenging elected members will be required to make more difficult decisions and, in doing so, further demonstrate their resolve.
- Despite the budget position, the council is still able and willing to make significant additional financial investments in projects and services, including an additional £10m being dedicated to ensuring every school in Surrey is judged as 'Good' or 'Excellent' under the inspection regime and the funding of 500 apprenticeship places across Surrey to boost youth employment. Other examples include the establishment of new centres for dementia, well-being and disability in various parts of Surrey and investment in the council's IT capacity and capability.
- The council's approach regarding its finances is to focus on the long-term and, as part of this, seek to establish ways of generating additional income and better capitalising on assets and the ability to make investments. Examples include identifying ways of increasing trading activity, by providing services with other councils and organisations such as those currently delivered with East Sussex and Hampshire, and boosting revenue funding through capital deals that generate attractive rates of return and the purchase and leasing out of commercial property. However, prudently, no assumptions are being made around the financial return that these new avenues might secure in the years immediately ahead, with the council's Medium Term Financial Plan not reflecting any reliance on income from them for another four or five years.
- Key assumptions are, though, being woven in elsewhere in the financial planning which seem to be relatively optimistic compared to many other councils. Examples include a less negative view regarding reductions in the future levels of government grant, the ability to increase council tax levels by 2.5 per cent year on year, income from the New Homes Bonus that is based on the delivery of several thousand additional dwellings in the county, and demand for services rising steadily and manageably rather than dramatically increasing. We do, however, recognise key considerations sitting behind the council's assumptions. These include its relatively low level of government grant funding and its track record of declining government grants to support council tax freeze in favour of the financial resilience gained through increasing council tax. Also, income from the New Homes Bonus is reflected in the budget as providing the opportunity for additional expenditure rather than being used to underpin existing expenditure or offset required savings – thereby not building any reliance on this grant into its budget.

- We see the overall approach and assumptions that are being made as ambitious and different to those of most other councils, with this generating risks. However, the council is very confident about its approach and that it has adequately considered all of the risks. The council also has a good track record in relation to the financial assumptions it has made subsequently being proved to be accurate. It is important though for the council to ensure that variations from what is being assumed can be responded to in a timely manner, because any assumptions that subsequently prove to have been incorrect risk a major financial gap suddenly emerging for the council that there will be little time to respond to in anything other than 'fire-fighting mode'.

3.7 Partnership working

- The council has a strong commitment to 'doing what is right for the people of Surrey'. Politically the council is willing to take difficult decisions where it believes they are the right ones for the county to deliver the greatest benefit over the longer-term – with the recent decision to reject the government's council tax freeze offer, with the longer-term implications it has for the council's funding position, as a case in point. The political leadership is also not prepared to resort to short-term tactical decisions in a way that would compromise the strategic approach that has been developed and which emphasises long-term thinking and planning.
- The council has worked hard to bring about vastly improved relationships with the district and borough councils in Surrey. Everybody that we met who had an insight to these relationships indicated the dramatic turnaround that has taken place. The role of the Chief Executive and Leader has been crucial in this and there are a range of examples of the effort that has been put in by all concerned and the benefits that have been gleaned. The senior leadership of one of the boroughs or districts meets with the County Council's Chief Executive and Leader each month to discuss key local issues and the Leaders of some of the districts and boroughs recently acted as advocates of the council during the judging process for the LGC Awards. The 'arrogance' demonstrated previously by the council towards district and borough partners is seen to have reduced significantly. Recent months have seen around 1,000 county council staff, in the form of locality social care teams, moving from their existing accommodation in order to be co-located with district and borough staff in their offices. From April this year, any member of staff from any council in Surrey will be able to access any one of around 300 local authority buildings in order to link in to their IT network.
- Relationships with the health sector have also improved significantly, with this having been helped by the structural changes currently taking place. Public Health staff have been well engaged and warmly welcomed in the transition phase towards becoming part of the council. The Health and Well-Being Board was established in shadow form two years ago and is encouraging integration between health and social care. As part of the development of a Joint Health and Well-Being Strategy for Surrey, and determining the priority issues it will aim to address, the Board has led an engagement process which has emphasised the importance of co-design across partners and citizens. The way in which the Board has been developed and is operating represents a potential model for other partnerships to be based upon.

- The senior leadership of the council is making a concerted effort to engage with the business community and boost local business. The council is strongly committed to achieving a position of 60 per cent of expenditure on suppliers being spent with Surrey businesses and, indeed, it has already attained a level of 50 per cent. The authority has also established two web-based portals aimed at increasing the opportunities for local businesses to undertake work on behalf of the council. The Leader, Deputy Leader and Chief Executive meet regularly with some of the representative bodies for local business, including the Federation of Small Businesses, Chamber of Commerce and the Institute of Directors and this is very much welcomed, although there would be benefit in extending the dialogue to a broader range of businesses given that a potentially significant proportion of local businesses don't come under the umbrella of a representative body. Opportunities might also be found to involve district and borough councils in these discussions on a case by case basis.
- The changes facing local government generate significant opportunities for the voluntary, community and faith sector, for example in relation to helping to shape the design of services, being commissioned by the council to deliver services or taking on responsibility for functions or assets that the local authority feels unable to sustain in the light of diminishing funding. However, realising such opportunities will require increased dialogue, the growing of the capacity of the sector and new forms of partnership in terms of how the council and voluntary, community and faith sector organisations relate to and work with one another. The diversity of the sector can make it difficult for the authority to engage with a single representative body and the council has experienced some frustrations in the past around the sector seeking support and opportunities from the council, resulting for example in council staff being seconded to organisations in the sector to help them develop ideas and proposals, but then not delivering. A more united sector, combined with a renewed willingness on the part of the council to help the sector to develop its capacity, are required for the opportunities that exist to be fully realised.
- Something that the council may wish to be mindful of going forward is the view held by partners across different sectors that in future years they would both welcome, and can provide benefit to the council through, being involved earlier and more extensively in the council's considerations around its budget. The experience of people that we spoke to in other sectors has, to date, largely been of them being informed of the council's budget intentions rather than being asked to help shape thinking and options.

3.8 Understanding of local context and priority setting

- The council has a wide source of information regarding the make-up of Surrey, what is important to local people and how the organisation performs. In conjunction with the police, the council undertakes a quarterly survey of residents to obtain insights in to key issues including how satisfied people are with the way council runs things, the extent to which the authority provides value for money, how well the council keeps them informed and how able they feel to influence decisions. The authority also hosts ad hoc focus groups on key issues, such as council communications with

the public, and has utilised a number of different methods, including the SIMALTO model which involves participants making decisions on how to allocate financial resources, when consulting citizens on the budget. The 'Surrey-i' is a publicly available on-line tool which carries an extensive range of information on the make-up of the county, including Census data, which people can draw on. Short-digest summary information taken from this source is also available within the organisation. Such sources of information are used to inform decision-making and priorities but evidence-based thinking, whilst it is felt to have come a long way in the council over the last eighteen months or so, could develop further in the organisation.

- Customer service has moved forward significantly in the authority over recent years, with the advent of the customer contact centre and the enhancing of the council's website. However, it is important that the council continually reviews how things operate in order to ensure they are keeping pace with customer expectations. The council is actively considering how it needs to respond to changing customer behaviour, including the use of smartphones, and the proliferation of channels, including social media, through which more and more citizens are becoming used to being able to engage with organisations. Consideration is also being given to the issue of revising the council's customer service standards in order to keep pace with public expectation and how to reduce the cost to the council associated with existing customer contact methods. Given the council's aspirations around becoming the most effective local authority in the country – an issue on which we see local citizens as being key judges – it will be important to ensure the council's approach to customers is truly leading-edge and high performing. With the challenges that the authority has faced in recent years and the work that has been done around the likes of cultural change, investing in its people and addressing the financial pressures, there has inevitably been something of an internal focus to the organisation and it is important that there is an equal focus on the customer.
- As part of considering the future around customer service and service delivery, more joint thinking might take place with district and borough councils. Work also needs to be undertaken around the role of the citizen, including with regard to the role they can play in the co-design and co-delivery of services. The Public Value Review that the council has undertaken in relation to learning disabilities represents a model for the future around determining what the council offers in the way of services and how they are shaped and delivered. The review represents an example of leading-edge practice in public services around service user engagement, the involvement of staff and elected members in considering future approaches and the use of good approaches and principles around innovation – although it is recognised that the review did not feature a co-delivery element in what it considered.

Through the peer challenge process we have sought to highlight the many positive aspects of the council but we have also outlined some key challenges. It has been our aim to provide some detail on them through this report in order to help the council consider them and understand them. The council's senior managerial and political leadership will therefore undoubtedly want to reflect further on the findings before determining how they wish to take things forward.

Members of the team would be happy to contribute to any further improvement activity in the future and/or to return to the authority in due course to undertake a short progress review. Mona Sehgal, as the Local Government Association's Principal Adviser for your region, will continue to act as the main contact between the council and the Local Government Association, particularly in relation to improvement. Hopefully this provides you with a convenient route of access to the organisation, its resources and packages of support going forward.

All of us connected with the peer challenge would like to wish the council and the county of Surrey every success in the future.

Yours sincerely

Chris Bowron
Programme Manager – Peer Support
Local Government Association

County Council Meeting – 16 July 2013

REPORT OF THE CABINET

The Cabinet met on 28 May and 25 June 2013.

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 both 28 May and 25 June 2013 meetings are included within the agenda at item 14. 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 last working day before the County Council meeting (Monday 15 July 2013).

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

There were none.

2. RECOMMENDATIONS ON POLICY FRAMEWORK DOCUMENTS

25 June 2013

A **CONFIDENT IN OUR FUTURE – CORPORATE STRATEGY 2013-2018**

1. The Council reviews and refreshes its Corporate Strategy each year. By confirming a long term vision for the county and setting priorities for the next year, the Corporate Strategy provides a clear sense of direction for Council staff and signposts the Council's approach for residents, businesses and partner organisations. As part of the Council's Policy Framework (as set out in the Council's Constitution) the Corporate Strategy must be approved by the County Council.
2. On 31 January 2012, the Cabinet endorsed *One County, One Team*, Corporate Strategy 2012-2017, which was subsequently approved by the County Council on 7 February 2012.
3. The Strategy has been reviewed following the election of a new Council. It retains the core themes of its predecessor, but also includes some new elements, reflecting the changing context in which the Council operates.
4. The *Confident in our future*, Corporate Strategy 2013-2018 acknowledges the achievements of the last four years and the positive difference the Council makes to people's lives every day. It describes how the Council will navigate the significant challenges it faces and continues to improve services for residents within the resources it will have. It provides a clear sense of direction for Council staff and Members and signposts the Council's approach for residents, businesses and partner organisations by setting out:

- **The Council's purpose:**
 - We are the Council elected to ensure that Surrey residents remain healthy, safe and confident about their future.
- **The Council's vision for 2018:**
 - To be delivering great value for Surrey's residents.
- **Six areas of focus** for the Council to achieve the vision:
 - **Residents:** Individuals, families and communities will have more influence, control and responsibility;
 - **Value:** We will create public value by improving outcomes for residents;
 - **Partnerships:** We will work with our partners in the interests of Surrey;
 - **Quality:** We will ensure high quality and encourage innovation;
 - **People:** We will develop and equip our officers and Members to provide excellent service; and
 - **Stewardship:** We will look after Surrey's resources responsibly.
- **The Council's Values**
 - **Listen:** We actively listen to others;
 - **Responsibility:** We take responsibility in all that we do;
 - **Trust:** We work to inspire trust and we trust others; and
 - **Respect:** We treat people with respect and are committed to learning from others.

5. *Confident in our future*, Corporate Strategy 2013–2018 is attached as Annex 1 to this report.

6. The Cabinet RECOMMENDS:

That *Confident in our Future*, Corporate Strategy 2013 – 2018 (Annex 1) be agreed.

B QUARTERLY REPORT ON DECISIONS TAKEN UNDER SPECIAL URGENCY ARRANGEMENTS – 1 APRIL 2013 TO 30 JUNE 2013

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 (Notice of Decisions), 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 such decisions during the last quarter.

**Mr David Hodge
Leader of the Council
5 July 2013**

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What difference will this make by 2018?

The changes and improvements we will make over the next five years are all designed to achieve better outcomes for Surrey and its residents. We are setting out the following ambitious goals for 2018:

- Surrey's economy is strong and competitive
- Surrey's residents know the county's roads are well maintained
- Surrey's children have a great start to life
- Surrey's children and young people contribute and achieve more than they thought possible
- Surrey's children and adults in need of support are protected and supported to lead an independent life
- Surrey residents' health and wellbeing is improved
- Surrey has strong and vibrant communities which are safe and protected from crime
- Surrey is a clean and litter free county

Our priorities for 2013/14

There are some specific things we need to focus on in the next year to help us towards our goals for 2018. These reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions. The detailed measures and targets for the priorities below will be reported on through the year:

- Improve the county's roads
- Support young people and the local economy by creating 500 apprenticeships as part of a skills development and participation programme
- Provide 5,900 additional school places by September 2014
- Strengthen support for 30,000 vulnerable children and adults
- Support more vulnerable people to live independent lives
- Launch a campaign to reduce litter in our county
- Deliver savings of £68m in the 2013/14 financial year

How will we make this happen?

There are a series of more detailed Strategies and plans that link this high level Corporate Strategy to the specific actions that teams and individuals will take to make it happen.

We will continue to engage with residents as we implement our Strategy. We will regularly review our progress and will publish updates against the goals we have set. .

Please see our online Strategy Bookcase for more details.

Confident in our future

Surrey County Council is performing strongly. We are working as "one team" with our partners to ensure Surrey residents receive high quality and value for money services. We are making a positive difference to people's lives every day. Yet there is no complacency. Our job will continue to get tougher over the next five years.

We are confident about Surrey's future. By building on our strengths and working together with residents and partners, we will find solutions to meet the challenge we face.

The challenge ahead

The challenge facing us is stark. We cannot afford to continue delivering the services needed in the way we deliver them today. There are ever growing demands for our existing services. There are new responsibilities that we have to meet. At the same time our resources in real terms will continue to reduce.

We must find sustainable answers so we can continue to support those residents who need us most and play our part in working with others to secure strong economic growth in Surrey.

Key actions

Over the next five years we will invest:

- £218m in improving roads and easing congestion
- £261m in providing over 15,000 additional school places
- £256m additional funds to ensure 30,000 vulnerable children and adults are supported

We will reduce our costs by more than £250m over the next five years

We will continue to involve service users in designing and delivering innovative and effective services

We will continue to develop effective partnerships to reduce costs and improve

Staying strong: developing innovative solutions

Many councils will respond to the challenge ahead by reducing their capacity and capability. We will not. We will build on our strengths so we can achieve our priorities and long term goals for Surrey. We will do this by continuing to work together as one team with residents and partners, and investing in our staff so they can provide excellent service.

Staying strong won't mean standing still. We will focus on developing innovative solutions, adapting the way we work and seizing opportunities that will improve services and value for residents.

Everything we do will be focussed on ensuring all Surrey's residents remain healthy, safe and confident about their future.

This short document sets out our vision for 2018 and the steps we will take over the next five years to achieve it. We hope you understand our approach. If you have any comments please contact us at david.hodge@surreycc.gov.uk or david.mcnuilty@surreycc.gov.uk

If you would like this information in large print, on tape, in easy-read, or in another language, please contact us on:

Tel: 03456 009 009 Minicom: 020 8541 9698

Fax: 020 8541 9575 Email: contact.centre@surreycc.gov.uk

Our purpose – We are the Council elected to ensure that Surrey residents remain healthy, safe and confident about their future.

Our vision for 2018 - To be delivering great value for Surrey residents

What we will focus on - This vision is ambitious. To achieve it there are six things we have to focus on and get right. These explain how we will transform the way we work with residents, businesses, partners and staff to tackle the issues facing Surrey and how we will navigate our way through the most difficult financial environment local government has faced for the last 80 years.

Residents

Individuals, families and communities will have more influence, control and responsibility

Individuals, families and communities across Surrey have different needs and aspirations. To meet these it is crucial we develop new approaches that increase their control over how services are designed and delivered. Our focus is to move to greater localism will develop in different ways. We will stimulate changes by engaging with and listening to residents, moving some decision-making powers and funding to local levels, and being transparent about what we do and how much it costs. We will work with adults and children who need support to shape the sort of services they receive so they can lead more independent and fulfilled lives. In everything we do we will treat all residents fairly and with respect.

Value

We will create public value by improving outcomes for residents

In the way that a company seeks to maximise shareholder value, we will focus on generating increased value for residents. We have to reduce our spending by more than £250m over five years to 2018. This is a huge challenge. We will focus relentlessly on reducing our costs. We will deliver the things that are important for Surrey residents, maintain a rigorous focus on value for money, and find innovative solutions that can achieve more for less. This will include looking at different ways of delivering services such as joining up with partners and establishing arrangements to trade services.

Partnerships

We will work with our partners in the interests of Surrey

Putting residents' interests first means setting aside organisational boundaries and traditional roles. We will work with whoever is best placed to help improve outcomes for Surrey residents. This could range from co-designing specific services with residents to formal arrangements with social enterprises or partners such as other councils, the private sector and the voluntary, community and faith sector. Only by remaining a strong organisation will we have the strength to support others in the voluntary, community and faith sector to make their contribution to Surrey's wellbeing. And we will be able to play our part in working with business partners to improve Surrey's competitiveness as the world economy recovers.

Quality

We will ensure high quality and encourage innovation

However services change and whoever delivers them, we will pride ourselves on ensuring high quality at all times. This means working relentlessly with residents, businesses, partners and staff to find improvements and develop fresh approaches. We will focus on prevention; anticipating and avoiding problems before they arise. We will respond quickly to the changing demands - and seize the opportunities - that new technology can bring.

People

We will develop and equip our officers and Members to provide excellent service

One of our key assets is the quality and commitment of the people who work for Surrey. We will invest in the people who work for Surrey. We will make sure that they have the right equipment training and development to support their work. This investment will improve our productivity and the quality of the work we do for residents. It will also support a one team culture where all officers and Members take responsibility for providing excellent service and work together in creative ways for the benefit of residents.

Stewardship

We will look after Surrey's resources responsibly

When striving to fulfil our most pressing duties it is critical we use resources responsibly and safeguard them for future generations. We will continue to maintain rigorous financial and risk management so we have a sound basis for achieving current priorities and investing for future needs. We will focus on conserving Surrey's environment and will reduce our dependency on carbon and other scarce resources.

Our values

Making these changes will not be easy and we will face some tough choices. To succeed we will need to live up to our values. These are at the heart of our goal to make a difference for Surrey residents.

Listen

We actively listen to others

Responsibility

We take responsibility in all that we do

Trust

We work to inspire trust and we trust in others

Respect

We treat people with respect and are committed to learning from others



OFFICER REPORT TO COUNCIL

**CHANGES TO THE CONSTITUTION
– CABINET ASSOCIATE MEMBERS**

KEY ISSUE/DECISION:

To update the Constitution to include Cabinet Associates.

BACKGROUND:

1. At the County Council meeting on 21 May 2013, the Leader announced the appointment of four Cabinet Associates to work alongside Cabinet Members. At that time, the Leader asked that amendments be made to the Constitution to ensure clarity on this new role.
2. Article 6 of the Constitution outlines the role and function of the Cabinet. Cabinet Associates will work alongside Cabinet Members, but are not full members of the Cabinet (and therefore do not have the same powers.) In order to ensure clarity on the distinct roles and functions, it is proposed that Article 6 be updated to include a section on Cabinet Associates - the process for appointment, their role and any limitations on their activities. The proposed additions are shown as track changes in annex 1.
3. The County Council has in recent years approved a number of role profiles, covering each Council position of special responsibility that an individual Member may undertake. In order to continue this best practice, a role profile for Cabinet Associates has been drafted and approved by the Leader. A copy of the role profile is attached at annex 2 for Members' information and it is recommended that the County Council agree that this be added to the appendix of the Member/Officer Protocol.

RECOMMENDATION:

It is recommended that:

- Amendments to Article 6 (as outlined in annex 1) be approved.
- The role profile for Cabinet Associates as attached at annex 2 be included in the appendix to the Member/Officer Protocol.

Lead/Contact Officer:

Rachel Crossley
Democratic Services Lead Manager
Tel: 020 8541 9993

Sources/background papers:

The Council's Constitution
21 May 2013 County Council Meeting (minutes)

ARTICLE 6 – THE CABINET

6.01 Role

The Cabinet will carry out all of the local authority's functions which are not the responsibility of any other part of the local authority, whether by law or under this Constitution, as delegated by the Leader.

6.02 Form and Composition

The Cabinet will consist of the Leader of the Council and Deputy Leader together with at least 1, but not more than 8, councillors appointed to the Cabinet by the Leader, who will report the appointments, and any changes to these appointments, to the Council.

6.03 Cabinet Members

Cabinet Members shall be appointed by the Leader. Each appointment will be subject to a valid enhanced criminal records check.

They will hold office until the day of the post election annual meeting or until:

- (a) they are removed from office, either individually or collectively, by decision of the Leader; or
- (b) they resign from office; or
- (c) they are suspended from being councillors under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension); or
- (d) they are no longer councillors.

6.04 Cabinet Associates

Other Members may, from time to time, be designated by the Leader as Cabinet Associates. Each appointment will be subject to a valid enhanced criminal records check.

A Cabinet Associate will not be a member of the Cabinet and will not participate in Cabinet decision-making but may work closely with a Cabinet Member(s). He or she will not be a member of any select committee relating to the specific responsibilities of the Cabinet Member(s) he or she is assisting or any other area to which they are assigned, but will be able to serve on unrelated select committees.

Cabinet Associates will not have delegated powers and will not be entitled to vote at Cabinet meetings.

The Leader will advise the Democratic Services Lead Manager in writing of the names of designated Cabinet Associates and of the Cabinet Member(s)

they will assist. The Democratic Services Lead Manager will report the designation to the next meeting of the Council.

6.05 Cabinet Procedure Rules

1. How the Cabinet operates

(a) Delegation of executive decisions

The arrangements for the discharge of executive functions are set out in the executive arrangements adopted by the Council. The Leader has responsibility for the discharge of all executive functions. He/she can delegate any/all of these functions (except those reserved functions) to:

- (i) the Cabinet as a whole;
- (ii) a committee of the Cabinet;
- (iii) an individual member of the Cabinet;
- (iv) an officer;
- (v) a local committee;
- (vi) joint arrangements;
- (vii) a local Member in relation to their Division, or
- (viii) another local authority.

(b) Delegation by the Cabinet

The Leader will appoint the Cabinet and will determine the individual portfolios to be allocated to Cabinet Members. A record shall be kept of:

- (i) the names, addresses and electoral divisions of the Members appointed to the Cabinet by the Leader;
- (ii) the terms of reference and constitution of any executive committees that the Cabinet may appoint and the names of Cabinet Members appointed to them;
- (iii) the nature and extent of any delegation of executive functions to local committees, individual Cabinet Members, individual local Members, any other authority or any joint arrangements and the names of those Members appointed to any joint committee.

The Leader, Cabinet or a Committee in relation to decision making by officers within their statutory or delegated authority, may at any time require a particular issue or any aspect of delegated powers within their terms of reference to be referred to them for decision.

(c) Sub-delegation of executive functions

Where the Leader, Cabinet, or a committee of the Cabinet, is responsible for an executive function, they may delegate further to a local committee, joint arrangements, an individual Cabinet Member, an individual local Member in relation to their Division, or an officer.

(d) The Council's scheme of delegation and executive functions

Subject to paragraph (ii) below:

- (i) The Council's scheme of delegation will be subject to adoption by the Council and may only be amended by the Council. It will contain the details set out in Part 3 of this Constitution.
- (ii) As and when the Leader amends the scheme of delegation in Part 3 relating to executive functions, the proper officer will report to the next meeting of the Council setting out the changes made by the Leader.
- (iii) Table 2 in Part 3 of this Constitution sets out the responsibility for executive functions exercised by Cabinet Members.

(e) Cabinet meetings

The Cabinet will meet at times to be agreed by the Leader. The Cabinet will meet at the Council's main offices or another location to be agreed by the Leader. Notice of the time and place of a Cabinet meeting will be published in line with procedure set out in Access to Information Rule 6.05 (k).

(f) Quorum

The quorum for a meeting of the Cabinet is not fewer than three voting Members.

(g) How decisions are taken by the Cabinet

Decisions on executive functions which have been delegated to the Cabinet as a whole, a committee of the Cabinet or an individual Cabinet Member will be taken at a meeting convened in accordance with the Access to Information Rules.

2. How Cabinet meetings are conducted

(a) Chairing meetings

If the Leader is present he/she will preside. In his/her absence the Deputy Leader will preside.

(b) Business at meetings

The business at Cabinet meetings will include:

- (i) matters referred to the Cabinet (whether by a Select Committee or by the Council) for reconsideration by the Cabinet in accordance with the provisions contained in the Select Committees Procedure Rules or the Budget and Policy Framework Rules;
- (ii) consideration of reports from select committees, local committees, any other committees of the Council, where the subject matter relates to more than one portfolio area or as determined by the Leader, and reports from borough/district scrutiny committees on matters relating to a Local Area Agreement improvement target; and
- (iii) matters set out in the agenda for the meeting, which shall indicate which are key decisions and which are not in accordance with the Access to Information Rules.

The Cabinet will always formally respond to reports and recommendations made to it by any committees of the Council. Responses to reports and recommendations of select committees must be made within two months of receipt of the report. The Cabinet will also respond to reports from borough/district scrutiny committees on matters relating to a Local Area Agreement improvement target within two months.

(c) **Consultation**

All reports to the Cabinet from any member of the Cabinet or an officer on proposals relating to the budget and policy framework must contain details of the nature and extent of consultation with stakeholders and the appropriate select committees, and the outcome of that consultation. Reports to the Cabinet or Cabinet Members about other matters will set out the details and outcome of consultation as appropriate. The level of consultation required will be appropriate to the nature of the matter under consideration.

(d) **Placing items on the Cabinet agenda**

Business for meetings of the Cabinet/Cabinet Member will be agreed by the Leader, together with other members of the Cabinet, the Chief Executive and/or Strategic Directors of the Council.

The proper officer will make sure that an item is placed on the agenda of the next available meeting of the Cabinet/Cabinet Member where a Select Committee, or the full Council have resolved that an item be considered by the Cabinet.

The Monitoring Officer and/or the Chief Finance Officer may include an item for consideration on the agenda of a Cabinet meeting and may require the proper officer to call such a meeting in pursuance of their statutory duties. In other circumstances, where any two of the Head of Paid Service, Chief Finance Officer and Monitoring Officer are of the opinion that a meeting of the Cabinet needs to be called to consider a

matter that requires a decision, they may jointly include an item on the agenda of a Cabinet meeting.

(e) Cabinet Member meetings

Cabinet Members will meet to exercise executive functions delegated to them by the Leader as set out in Table 2 of Part 3 of the Constitution. The business at Cabinet Member meetings will include:

- (i) matters referred to the Cabinet Member (whether by a select committee or by the Council) for reconsideration by the Cabinet Member in accordance with the provisions contained in the Select Committees Procedure Rules or the Budget and Policy Framework Rules;
- (ii) consideration of reports from select committees, local committees, any other committees of the Council where the subject matter relates to the Cabinet Member's portfolio area; and
- (iii) matters set out in the agenda for the meeting, which shall indicate which are key decisions and which are not in accordance with the Access to Information Rules.

The Cabinet Member will always formally respond to reports and recommendations made to him/her by any committees of the Council. Responses to reports and recommendations of select committees must be made within two months of receipt of the report.

6.06 Access to Information Rules:

Part B - Cabinet

Notice of Key Decisions to be taken

(a) Notice of decisions

A notice will be published at least 28 clear days before the Cabinet (or its committees), Cabinet Member or other executive decision maker intends to make a key decision.

(b) Contents of notice of decisions

The notice of decisions will contain matters which the Cabinet has reason to believe will be the subject of a key decision to be taken by the Cabinet, a committee of the Cabinet, an individual Cabinet Member, or under joint arrangements in the course of the discharge of an executive function. It will describe the following particulars in so far as the information is available or might reasonably be obtained:

- (i) that a key decision is to be made on behalf of the local authority;
- (ii) the matter in respect of which a decision is to be made;

- (iii) where the decision taker is an individual, his/her name and title, if any and where the decision taker is a body, its name and details of membership;
- (iv) the date on which, or the period within which, the decision will be taken;
- (v) a list of the documents submitted to the decision taker for consideration in relation to the matter;
- (vi) the address from which, subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document listed is available;
- (vii) that other documents relevant to those matters may be submitted to the decision maker; and
- (viii) the procedure for requesting details of those documents (if any) as they become available.

The notice of decisions will contain particulars of the key decision but may not contain any confidential, exempt information or particulars of the advice of a political adviser or assistant.

(c) Key decisions

A “key decision” means an executive decision which, is likely either –

- (i) to result in the Council incurring expenditure, or making of savings with a value of £0.5m or over, and which are significant having regard to the budget for the service or function to which the decision relates; or
- (ii) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the county.
- (iii) “Key decisions” may only be made in accordance with the requirements of the Cabinet Procedure Rules.

(d) Procedure before taking key decisions

Subject to Rule (e) (general exception) and Rule (f) (special urgency), a key decision may not be taken unless:

- (i) notice has been given to the chairman of the appropriate select committee in connection with the matter in question, and made publicly available at the Council's offices;
- (ii) at least 5 clear days have elapsed since the publication of the notice; and

- (iii) where the decision is to be taken at a meeting of the Cabinet, its committees, or an individual Cabinet Member, notice of the meeting has been given in accordance with Rule (3.02(d)) (notice of meetings).

(e) General exception

Where the publication of the intention to make a key decision via a notice under Rule (a) and (b) is impracticable then subject to Rule (f) (special urgency), the decision may still be taken where:

- (i) the proper officer has informed the chairman of the appropriate select committee, or if there is no such person, each member of that committee in writing, by notice, of the matter to which the decision is to be made;
- (ii) the proper officer has made copies of that notice available to the public at the offices of the Council and on the Council's website; and
- (iii) at least 5 clear days have elapsed since the proper officer complied with (i) and (ii).

As soon as reasonably practicable after the proper officer has complied with the above, he or she must make available at the offices of the Council and on the Council's website a notice setting out the reasons why compliance with Rule (a) and (b) is impracticable.

(f) Special urgency

If there is not time to follow Rule (e) (general exception) then the decision can only be taken if the decision maker obtains the agreement of the chairman of the relevant select committee that the decision cannot reasonably be deferred. If there is no chairman of the select committee, or if the chairman is unable to act, then the agreement of the Chairman of the Council, or in his/her absence, the Vice-Chairman will suffice.

As soon as reasonably practicable after the decision maker has obtained agreement under paragraph (f) that the making of the decision is urgent and cannot reasonably be deferred, the decision maker will make available at the offices of the Council and on the Council's website a notice setting out the reasons why the decision is urgent and cannot reasonably be deferred.

(g) Report to Council

(i) When a select committee can require a report

If a select committee thinks that a key decision has been taken which was not:

- (a) included in the notice of decisions; or

- (b) the subject of the general exception procedure; or
- (c) the subject of an agreement with the select committee chairman, or the Chairman/Vice-Chairman of the Council under Rule (f) above;

the committee may require the Cabinet to submit a report to the Council. The power to require a report rests with the committee, but is also delegated to the proper officer, who shall require such a report on behalf of the committee when so requested by the chairman or any 5 Members. Alternatively the requirement may be raised by resolution passed at a meeting of the select committee.

(ii) Cabinet's report to Council

The Cabinet will prepare a report for submission to the next available meeting of the Council. The report to Council will set out particulars of the decision, the individual or body making the decision, and if the Cabinet is of the opinion that it was not a key decision the reasons for that opinion.

(iii) Reports to Council on special urgency decisions

In any event the Leader will submit at least one report annually, and at such intervals as may be determined, to the Council containing details of each of the executive decisions taken in the circumstances set out in Rule (f) above (special urgency) since the last such report. The report will include the particulars of the decisions so taken and a summary of the matters in respect of which those decisions were taken.

(h) Record of Decisions

(a) Recording of executive decisions made at meetings

As soon as reasonably practicable after any meeting of the Cabinet, any of its committees, or an individual Cabinet Member at which an executive decision was made, the proper officer, or if the proper officer was not present at the meeting, the person presiding, will ensure that a written statement is produced for every executive decision made. This statement will include:

- (i) a record of the decision including the date it was made;
- (ii) a record of the reasons for the decision;
- (iii) details of any alternative options considered and rejected by the decision-making body at the meeting at which the decision was made;
- (iv) a record of any conflict of interest relating to the matter decided which is declared by any member of the decision-making body which made the decision; and

- (v) in respect of any declared conflict of interest, a note of dispensation granted by the Chief Executive.

(b) Decisions by individual Members

As soon as reasonably practicable after an individual Member has made an executive decision, that Member will produce or instruct the proper officer to produce a written statement of that executive decision which includes :

- (i) a record of the decision including the date it was made;
- (ii) a record of the reasons for the decision;
- (iii) details of any alternative options considered and rejected by the member when making the decision;
- (iv) a record of any conflict of interest declared by any Cabinet Member who is consulted by the Member which relates to the decision; and
- (v) in respect of any declared conflict of interest, a note of dispensation granted by the Chief Executive.

(c) Decisions by officers

As soon as reasonably practicable after an officer has made a decision which is an executive decision, the officer will produce a written statement which includes:

- (i) a record of the decision including the date it was made;
- (ii) a record of the reasons for the decision;
- (iii) details of any alternative options considered and rejected by the officer when making the decision;
- (iv) a record of any conflict of interest declared by any Cabinet Member who is consulted by the officer which relates to the decision; and
- (v) in respect of any declared conflict of interest, a note of dispensation granted by the Chief Executive.

(d) Inspection of documents following executive decisions

After a meeting of a decision-making body at which an executive decision has been made, or after an individual Member or an officer has made an executive decision the proper officer will ensure that a copy of:

- (i) any records prepared in accordance with individual decisions made under (b) and (c) above; and
- (ii) any report considered at the meeting or, as the case may be, considered by the individual Member or officer and relevant to a decision recorded in accordance with (b) or (c) or, where only part of the report is relevant to such a decision, that part,

will be available for inspection by members of the public, as soon as is reasonably practicable, at the main Council offices and on the Council's website.

(i) **Meetings of the Cabinet, Cabinet committees and individual Cabinet Member decision making to be held in public**

Meetings of the Cabinet, Cabinet committees and individual Cabinet Member decision making will be open to the public except to the extent that the public are excluded from a meeting during an item of business whenever:

- (a) it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item, confidential information would be disclosed to them in breach of the obligation of confidence;
- (b) the decision-making body concerned passes a resolution to exclude the public during that item where it is likely, in view of the nature of the item of business, that if members of the public were present during that item, exempt information would be disclosed to them; or
- (c) a lawful power is used to exclude a member or members of the public in order to maintain orderly conduct or prevent misbehaviour at a meeting.

A resolution under paragraph (b) will:

- (i) identify the proceedings, or the part of the proceedings to which it applies, and
- (ii) state, by reference to the descriptions in Schedule 12A to the 1972 Act (access to information: exempt information), the description of exempt information giving rise to the exclusion of the public.

The public may only be excluded under sub-paragraph (a) or (b) for the part or parts of the meeting during which it is likely that confidential information or exempt information would be disclosed.

Without prejudice to any power of exclusion to suppress or prevent disorderly conduct or other misbehaviour at a meeting, the decision-making body does not have the power to exclude members of the public from a meeting while it is open to the public.

While the meeting is open to the public, any person attending the meeting for the purpose of reporting the proceedings will, so far as practicable, be afforded reasonable facilities for taking their report.

(j) **Procedures prior to private meetings**

(a) **Notice of private meetings – 28 days**

The Cabinet will give notice of its intention to hold all or part of a meeting in private at least 28 clear days before the meeting. This notice will be made available at the Council's main offices, be

published on the Council's website and will include a statement of the reasons for the meeting to be held in private.

(b) Notice of private meetings and response to representations received – 5 days

A further notice of the intention to hold a meeting in private will be published in the same locations at least five clear days prior to the meeting. This notice will include a statement of the reasons for the meeting to be held in private, a summary of any representations received about why the meeting should be open to the public and a statement of the response to any such representations.

(c) Exception to requirement to give notice of private meetings

Where the date by which a meeting must be held makes compliance with this regulation impracticable, the meeting may only be held in private where the Cabinet has obtained agreement that the meeting is urgent and cannot reasonably be deferred from:

- (i) the chairman of the relevant overview and scrutiny committee;
or
- (ii) if there is no such person, or if the chairman of the relevant overview and scrutiny committee is unable to act, the Chairman of the County Council; or
- (iii) where there is no chairman of either the relevant overview and scrutiny committee or the Chairman of the County Council, the vice-chairman of the County Council.

As soon as reasonably practicable after the Cabinet has obtained agreement under this provision to hold a private meeting, it will make available at the Council's main offices and on the Council's website a notice setting out the reasons why the meeting is urgent and cannot reasonably be deferred.

(k) Procedures prior to public meetings

Notice of the time and place of Cabinet (including any Cabinet committees) and individual Cabinet Member decision making meetings will be displayed at the Council's main offices and published on the Council's website:

- (a) at least five clear days before the meeting; or
- (b) where the meeting is convened at shorter notice, at the time that the meeting is convened.

An item of business may only be considered at a public meeting—

- (a) where a copy of the agenda or part of the agenda including the item has been available for inspection by the public for at least five clear days before the meeting; or
- (b) where the meeting is convened at shorter notice, a copy of the agenda including the item has been available for inspection by the public from the time that the meeting was convened.

6.07 Budget and Policy Framework Rules**(a) The framework for executive decisions**

The Council will be responsible for the adoption of its budget and policy framework as set out in paragraph 4.05 of Article 4. Once a budget or a policy framework is in place, it will be the responsibility of the Cabinet to implement it. In agreeing a budget and policy framework, the Council shapes and to some extent limits the decisions which the Cabinet can take within the context of plans, policies and budgets.

(b) Process for developing the budget and policy framework

- (i) The Cabinet will publicise by publishing details on the Council's website a timetable for making proposals to the Council for the adoption of any plan, strategy or budget that forms part of the budget and policy framework, and its arrangements for consultation after publication of those initial proposals. The appropriate select committee will be formally consulted at this stage.
- (ii) Following consultation, the Cabinet will then draw up firm proposals having regard to the responses to that consultation. The Cabinet will take any response from a select committee into account in drawing up firm proposals for submission to the Council, and its report to Council will reflect the comments made by consultees and the Cabinet's response.
- (iii) The Council will limit the extent of in-year changes to the approved budget and policy framework which can be undertaken by the Cabinet in accordance with paragraphs 6.06 (c) to (g) of these rules.

Note: Where the Cabinet has submitted a draft plan or strategy to the Council and the Council has any objections to it, the process in Part 4 of Standing Orders shall apply.

(c) Decisions outside the budget or policy framework

- (i) If the Cabinet, a committee of the Cabinet, an individual Cabinet Member, officers, local committees or joint arrangements discharging executive functions want to make a decision which they consider may be contrary to or not in full accordance with the approved policy framework and in-year budget, they shall take advice from the Monitoring Officer and/or the Chief Finance Officer.

If the advice of those officers is that the decision would not be in line with the policy framework or would fall outside the limits of budget virement (as defined in paragraph 6.06 (e)), then the decision must be referred by that body or person to the Council for decision, unless the decision is a matter of urgency, in which case the provisions in paragraph 6.06 (d) below shall apply.

(d) Urgent decisions outside the budget or policy framework

- (i) The Cabinet, a committee of the Cabinet, an individual Cabinet Member, officers, local committees or joint arrangements discharging executive functions may take a decision which is contrary to the Council's policy framework or contrary to or not wholly in accordance with the budget approved by Council if the decision is a matter of urgency. However, the decision may only be taken:

- (a) if it is not practical to convene a quorate meeting of the full Council; and
- (b) if the chairman of the appropriate select committee agrees that the decision is a matter of urgency.

The reasons why it is not practical to convene a quorate meeting of full Council and the chairman of the select committee's consent to the decision being taken as a matter of urgency must be noted on the record of the decision. In the absence of the chairman of the select committee, the consent of the Chairman of the Council, and in the absence of both, the Vice-Chairman, will be sufficient.

- (ii) Following the decision, the decision taker will provide a full report to the next available Council meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency.

(e) Virement

The approved in-year budget (as defined in paragraph 4.09) represents the limits within which the Cabinet has discretion to use and allocate resources. Any decision on executive functions which would incur expenditure beyond the approved in year budget, or from any additional income (or savings) achievable, requires the agreement of the Council.

On the advice of the Chief Finance Officer, the Leader shall determine the requirements for and, if required, shall set the financial limit(s) within which budgets may be transferred by officers between budget heads within service areas without reference to and approval of the Cabinet. Such limits will be recorded in the Council's Financial Regulations.

The Cabinet will control virement by reference to the individual service or function budget heads approved by the Council and contained in the published in-year budget book. Officer virement will be restricted to budget transfers between budgets categorised by the Chief Finance Officer as "local risk" budgets.

The Cabinet will determine a framework for determining the treatment of year end budget underspends and overspends, and the limitations on the virement of budgets between years. The framework will be published in the in-year budget book.

(f) In-year changes to policy framework

The responsibility for agreeing the budget and policy framework lies with the Council, and decisions on executive functions must be in line with it. No changes to any policy and strategy which make up the policy framework may be made by such decision makers except those changes:

- (i) which will result in the closure or discontinuance of a service or part of service to meet a budgetary constraint;
- (ii) necessary to ensure compliance with the law, ministerial direction or government guidance;
- (iii) in relation to the policy framework in respect of a policy which would normally be agreed annually by the Council following consultation, but where the existing policy document is silent on the matter under consideration;
- (iv) which relate to policy in relation to schools, where the majority of school governing bodies agree with the proposed change.

Such changes should be reported to the next meeting of the Council.

(g) Call-in of decisions outside the budget or policy framework

- (i) Where the appropriate select committee is of the opinion that an executive decision is, or if made would be, contrary to the policy framework, or contrary to or not wholly in accordance with the approved in year budget, then it shall seek advice from the Monitoring Officer and/or Chief Finance Officer who shall prepare a report.
- (ii) In respect of functions which are the responsibility of the Leader/Cabinet, the Monitoring Officer's report and/or Chief Finance Officer's report shall be to the Leader/Cabinet with a copy to every Member of the Council. Regardless of whether the decision is delegated or not, the Leader/Cabinet must meet to decide what action to take in respect of the Monitoring Officer's report and to prepare a report to Council if the Monitoring Officer or the Chief Finance Officer conclude that the decision was a departure, and to the select committee if the Monitoring Officer or the Chief Finance Officer conclude that the decision was not a departure.
- (iii) If the decision has yet to be made, or has been made but not yet implemented, and the advice from the Monitoring Officer and/or the Chief Finance Officer is that the decision is or would be contrary to the policy framework or contrary to or not wholly in accordance with the approved in year budget, and/or virement rules relating to it, the select committee may refer the matter to Council. In such cases, no further action will be taken in respect of the decision or its implementation until the Council has met and considered the matter. At the meeting it will receive a report of the decision or proposals and the advice of the Monitoring Officer and/or the Chief Finance Officer. The Council may either:
 - (a) endorse a decision or proposal of the executive decision taker as falling within the existing budget and policy framework. In this case no further action is required, save that the decision of the Council be minuted and circulated to all councillors in the normal way;

Or

 - (b) amend the policy concerned to encompass the decision or proposal of the body or individual responsible for that executive function and agree to the decision with immediate effect. In this case, no further action is required save that the decision of the Council be minuted and circulated to all councillors in the normal way;

Or

 - (c) where the Council accepts that the decision or proposal is contrary to the policy framework or contrary to or not wholly in accordance with the in-year budget, and does not amend the existing framework to accommodate it, require

the Cabinet to reconsider the matter in accordance with the advice of either the Monitoring Officer or Chief Finance Officer.

6.08 Call-In of local committee decisions by the Cabinet

- (a) The Cabinet may call-in for review and final determination any executive decision taken by a local committee which has significant policy or budgetary implications, subject to notice of call-in being given within 5 working days of publication of the decision.
- (b) Notice of call-in may be given by the Leader or Deputy Leader, or any three or more members of the Cabinet.
- (c) All members of the local committee will be notified that an executive decision taken by the Committee has been called in.
- (d) The decision will be considered by the Cabinet at its next appropriate meeting in discussion with the local committee chairman and no action will be taken to implement it in the meantime.
- (e) The local committee chairman may attend the Cabinet meeting for the consideration of the matter and speak on the item.
- (f) The Cabinet may accept, reject or amend the decision taken by the local committee. A report on the decision taken by the Cabinet will be made to the next appropriate meeting of the local committee, and to the whole Council for information.

CABINET ASSOCIATE

Purpose

- To provide support and assistance to the Cabinet.
- To contribute effectively towards the strategic direction of the Council.
- To assist Cabinet Members with the effective leadership of their portfolios.

Specific Tasks

- To assist, support and advise the relevant Cabinet Member(s) in the exercise of his or her responsibilities.
- To champion specific themes and/or county priorities, as directed by the Leader.
- To carry out particular tasks as agreed with the Cabinet Member from time to time.
- To attend public and private meetings of the Cabinet as an observer where appropriate and, in the absence of the Cabinet Member, to propose motions and speak (but not to vote).
- In the absence of the Cabinet Member, to answer questions and speak at meetings of the Council on matters relating to the allocated portfolio area(s).
- To substitute for Cabinet Members at appropriate meetings and briefings.
- To attend select and local committee meetings on behalf of the Cabinet Members for items matters relating to the allocated portfolio area(s).
- To lead on the development of policy proposals.
- To advise the Cabinet Member on decisions to be taken.
- To represent the Council and Cabinet Member(s) at external meetings as appropriate.
- To chair relevant Advisory Boards, as appropriate.
- To handle media interviews and enquiries on behalf of the Cabinet Member(s) in his/her absence.

Personal Attributes

- Committed to the role and public service
- Standards – 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 County Council's Values:
 - Listen
 - Responsible
 - Trust
 - Respect
- Thinks Surrey-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 County Council and Surrey
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Makes clear decisions

Skills/Knowledge

- Good communication and interpersonal skills
- Ability to analyse and grasp complex issues
- An understanding of national and local government statutory and financial frameworks
- An understanding of the Council, including the economic and social situation within Surrey
- The ability to understand the Council's budget especially in respect of the relevant portfolio
- Leadership and chairing skills
- Political knowledge and awareness
- 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

NOTE: The above responsibilities are in addition to the Member's role as a County Councillor (see separate job profile.)



OFFICER REPORT TO COUNCIL

AMENDMENTS TO THE SCHEME OF DELEGATION

KEY ISSUE/DECISION:

The Leader has agreed changes to the Council's Scheme of Delegation. In accordance with Articles 5.02 and 6.04(d)(ii) of the Council's Constitution, the changes made by the Leader are being reported to Council.

BACKGROUND:

1. The Leader is responsible for maintaining a list in Part 3 of the Constitution setting out who will exercise executive functions. Any changes to this list are required to be reported to the next appropriate meeting of the County Council.

Delegation to officers

2. An internal review of delegations to officers in the Environment & Infrastructure directorate took place during Spring 2013. In addition to updating officer post titles in the scheme where necessary, the review also identified several areas where additions, deletions and amendments were needed to facilitate the effective discharge of the directorate's responsibilities, for example to reflect changes in legislation or the authority's duties.
3. The changes to the Scheme are summarised below by reference number.

Transport

- T25 - Deletion of reference to 2(a) of the Transport Act (not relevant)
- T41 - Enables introduction/withdrawal of school crossing patrols in consultation with the local Member
- T46 - Provides authority to deliver the concessionary bus fare scheme
- T47 - Enables exercise of flood risk and flood management powers

Planning

- P38 - Addition of consultation with divisional Member on legal orders for developments

- P53 - Agreement of the annual aggregates assessment in consultation with Cabinet Member
- P54 - Representation of the Council on the SE England Aggregates Working Party

Waste Management

W7 - Exercise of Waste Disposal authority duties.

- 4. Printed copies of the updated Scheme of Delegation pages will be circulated to replace the existing copies in Members' Constitutions.

RECOMMENDATION:

It is recommended that the amendments agreed by the Leader to the Scheme of Delegation be noted.

Lead/Contact Officer:

Rachel Crossley
Democratic Services Lead Manager
Tel: 020 8541 9993

Sources/background papers:

The Council's Constitution

MINUTES OF THE MEETINGS OF CABINET

Any matters within the minutes of the Cabinet's meetings, and not otherwise brought to the Council's attention in the Cabinet's report, may be the subject of questions and statements by Members upon notice being given to the Democratic Services Lead Manager by 12 noon on Monday 15 July 2013.

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 28 MAY 2013 AT 2.00 PM
AT ASHCOMBE SUITE, COUNTY HALL, KINGSTON UPON THAMES,
SURREY KT1 2DN.**

These minutes are subject to confirmation by the Cabinet at its next meeting.

Members:

*Mr David Hodge (Chairman)	*Mr John Furey
*Mr Peter Martin (Vice-Chairman)	*Mr Michael Gosling
*Mrs Mary Angell	*Mrs Linda Kemeny
Mrs Helyn Clack	*Ms Denise Le Gal
*Mr Mel Few	*Mr Tony Samuels

Cabinet Associates:

*Mr Steve Cosser	Mrs Kay Hammond
*Mrs Clare Curran	Miss Marissa Heath

* = Present

PART ONE
IN PUBLIC

85/13 APOLOGIES FOR ABSENCE [Item 1]

Apologies for absence were received from Mrs Clack and Mrs Hammond.

86/13 MINUTES OF PREVIOUS MEETING: [Item 2]

The minutes of the meeting held on 23 April 2013 were confirmed and signed by the Chairman.

87/13 DECLARATIONS OF INTEREST [Item 3]

There were none.

88/13 PROCEDURAL MATTERS [Item 4]

(a) MEMBERS' QUESTIONS [Item 4a]

Three questions had been received from Mrs Watson, local Member for Dorking Hills. The questions and responses were tabled and are attached as Appendix 1.

Mrs Watson asked a supplementary question in relation to question (3), which was:

Had any Member of the Cabinet received a copy of the Police report detailing the findings of their investigation into the death of Gloria Foster. The Leader of the Council said that he was not aware that any Cabinet Member had received that report.

89/13 PUBLIC QUESTIONS [Item 4b]

Two questions had been received from members of the public. The questions and responses were tabled and are attached as Appendix 2.

90/13 PETITIONS [Item 4c]

No petitions were received.

91/13 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

No representations were received.

92/13 YEAR END FINANCIAL BUDGET OUTTURN 2012/13 [Item 5]

The Leader of the Council highlighted the following points from the year end financial budget outturn 2012/13, based upon the final accounts at the end of March 2013.

Revenue – That the council set this year's budget on the basis of rising demand for its services and the need to make significant reductions in its spending, totalling £71m. This was successfully achieved and the year ended with a small net underspending of £3.1m, or 0.2% of the budget.

He stressed the importance of getting the most out of every pound the council spent and cited procurement as a good example, as well as staffing spend where expenditure had been reduced through improved management of sickness and by reviewing the need to fill vacancies as they arose.

Looking into the future, he said that there was no let-up on the demands placed on the council to deliver more services with less resource and it was more important than ever that the council's finances were managed on a long-term and multi-year basis, and not just by managing one year at a time. Therefore, £5.2m of funding from the late notification of government grants and from commitments and liabilities that the council no longer has, would be used to increase the council's financial resilience in future years.

Capital – The council's capital programme invests in improving and maintaining service delivery and last year's capital budget had been fully spent. This had provided a welcome boost to the local economy in these difficult times and demonstrated the council's commitment to working with partners to achieve the best outcomes for our residents and businesses. Also, as a part of the investment in the local economy, the County Council had joined with Woking Borough Council in an innovative project to develop the town centre and investment had been provided in providing a presence in other town centres from which services can be delivered.

Finally, some projects and schemes which did not complete by the year-end deadline of 31 March 2013, would have funds carried forward, as detailed in Annex 1, Section E of the submitted report.

Other Cabinet Members made the following points:

- Delight that this was the third year running that the County Council had come in just below its estimated budget.
- That Members would not be complacent and would continue to work to identify other savings.
- Commended the S151 officer and the Finance team for effective management of the Capital Budget.
- Pleased with the delegation of more funding to local committees.
- Reference to the balance already returned to the Council from the failed Icelandic Banks and the possibility that the remaining balance would also be returned.
- Attention was also drawn to the annexe with details of Council travel expenses, Members' Allowances and expenses and that this information will form part of the County Council's annual report, which will be published at the end of June.

RESOLVED:

- (1) That the revenue budget underspending, as set out in Annex 1, Section A paragraph 4 of the submitted report, be noted.
- (2) That the transfer of £2.5m in respect of the write down of prior accruals to the Budget Equalisation Reserve, as set out in Annex 1, Section A paragraph 4 and 68 of the submitted report, be approved.
- (3) That the transfer of £2.7m of higher than expected government grants to the Budget Equalisation Reserve, as set out in Annex 1, Section A, paragraph 7 of the submitted report, be approved.
- (4) That the in-year capital budget outturn, as set out in Annex 1, Section B of the submitted report, be noted.
- (5) That grant and reserves movements changes be noted and that if approved they are allocated to the relevant services, as set out in Annex 1, Section C of the submitted report.
- (6) That the transfer of capital funding into future years, as set out in Annex 1, Section E of the submitted report, be approved.

Reason for Decisions

To review and manage the budget outturn for the 2012/13 financial year in the context of a multi-year approach to financial management.

To approve carry forwards to enable on-going projects to continue without delay.

93/13 SCHOOL EXPANSION AT ST MARTIN'S INFANT AND JUNIOR SCHOOLS, EPSOM [Item 6]

The Cabinet Member for Schools and Learning said that she was pleased to present this report. This project formed part of Surrey County Council's five

year 2013-18 Medium Term Financial Plan and would help to meet the need for additional school places over the next decade.

The capacity at St Martin's Infant and Junior Schools, Epsom would be increased by 210 places, providing a total of 630 places across both schools. Public consultation had been undertaken and she informed Members that she had already approved the expansion at her individual Cabinet Member Decision Making meeting in March 2013 and that this report sought approval for the business case for expansion. Financial details of the business case were set out in a part 2 report (item 11).

RESOLVED:

That the expansion and adaptation of St Martin's Infant and Junior School, as detailed in the submitted report, be agreed in principle subject to the consideration and approval of the detailed financial information as set out in Part 2 (item 11).

Reason for Decisions

The scheme delivers a value for money expansion and improvements to the school and its infrastructure, which supports the Authority's statutory obligation to provide additional school places and appropriate facilities for local children in Surrey. The project and building works are in accordance with the planned timetable required for delivery of the new accommodation at the school.

94/13 CONTRACT AWARD FOR SCHOOLS CLEANING SERVICES [Item 7]

The Cabinet Member for Business Services introduced this report and informed Members that the current contract for providing Schools Cleaning Services expired on 31 July 2013 and it was therefore necessary to award a new contract, commencing on 1 August 2013.

She referred to the part 2 annex (item 12) which set out the names and financial details of the recommended suppliers. She advised Cabinet that the recommended supplier for this contract would deliver a saving of nearly £3m (approximately 25% on the existing contract) for Surrey schools over the five year term.

The Cabinet Member for Schools and Learning was also pleased to endorse the recommendations and stressed the importance of good cleaning in schools. She considered that the award of this contract had been subject to a thorough evaluation process.

RESOLVED:

That a contract, in twelve separate 'lots' each covering a distinct geographical area, be awarded to the suppliers as described in the submitted confidential annex (item 12).

Reasons for Decisions

The existing contracts for Schools Cleaning Services will expire on 31 July 2013. A full tender process, in compliance with the EU Procurement

Legislation and Procurement Standing Orders has been completed, and the recommendations provide best value for money for the Council. In addition to delivering savings, the contract will also deliver an improved service with strengthened performance measures and robust contract management.

95/13 HIGHWAYS LOCALISM LEGAL AGREEMENT [Item 8]

Introducing the report, the Cabinet Member for Transport, Highways and Environment said that he supported the development of partnership agreements at local level. The introduction of a Grant Funding Agreement (GFA), which would replace the existing legal agreement, would broaden the scope to enable the Highways localism initiative to proceed positively with a wider number of partners and organisations in Surrey and see the delivery of responsive minor highway works at a local level.

Other Cabinet Members fully supported these proposals.

RESOLVED:

- (1) That the policy change from formal 'delegation of responsibility' to 'Grant Funding Agreement (GFA) for provision of services' for the Highways localism initiative be approved.
2. That the revised Highways Grant Annual Funding Agreement for the localism initiative (Annex 1 to the submitted report) be approved, with any further changes delegated to Assistant Director, Highways, in consultation with the Cabinet Member for Transport, Highways and Environment.

Reasons for Decisions

Under the Highways localism initiative, a GFA will be required where proposals from parish councils and other local organisations will require them carrying out minor highways tasks.

The revised annual funding agreement in Annex 1 of the submitted report, drafted by Legal Services with input from Surrey Association of Local Councils (SALC), alters the focus from the 'delegating of responsibility' under S19 of the Local Government Act 2000 to a GFA for provision of minor highway works at a local level. This new GFA will enable the Highways localism work to proceed positively with a wider range of organisations. A previous legal document which was in the form of a contract has proved unacceptable or inappropriate to many partners. Funding and delivery for the initial tranche of successful bids from local organisations can be progressed once this agreement has been formally confirmed by Surrey County Council.

96/13 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE LAST CABINET MEETING [Item 9]

RESOLVED:

That the decisions taken by the Leader, Deputy Leader and Cabinet Members since the last meeting as set out in Appendix 3 be noted.

Reasons for Decisions

To inform the Cabinet of decisions taken by Members under delegated authority.

97/13 EXCLUSION OF THE PUBLIC [Item 10]

RESOLVED 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 paragraph 3 of Part 1 of Schedule 12A of the Act.

PART TWO – IN PRIVATE

THE FOLLOWING ITEMS OF BUSINESS WERE CONSIDERED IN PRIVATE BY THE CABINET. SET OUT BELOW IS A PUBLIC SUMMARY OF THE DECISIONS TAKEN.

98/13 ST MARTIN'S INFANT AND JUNIOR SCHOOL, EPSOM - EXPANSION BY ONE FORM OF ENTRY FROM SEPTEMBER 2014 [Item 11]

The Cabinet Member for Assets and Regeneration Programmes informed Cabinet that this report contained confidential information relating to the business case for the expansion of St Martin's Infant and Junior Schools (item 6). He confirmed that the project was included in the County Council's school basic need capital programme.

RESOLVED:

- (1) That the business case for the project to expand St Martin's Infant and Junior Schools up to a maximum cost, as set out in the submitted report, be approved.
- (2) That the arrangements by which a variation of up to 10% of the total value may be agreed by the Strategic Director for Business Services and the Cabinet Member for Assets and Regeneration Programmes, in consultation with the Leader of the Council, be approved.
3. That the award of the contract to carry out the works to provide the additional pupil places be approved.

Reasons for Decisions

The proposal delivers and supports the Authority's statutory obligation to provide sufficient school places to meet the needs of the population in the Epsom area.

99/13 CONTRACT AWARD FOR SCHOOLS CLEANING SERVICES [Item 12]

The Cabinet Member for Business Services said that this item contained the exempt information relating to item 7, the contract award for school cleaning services. It provided details of the evaluation process and the recommended suppliers for each Borough and District.

100/13 PUBLICITY FOR PART 2 ITEMS [Item 13]

RESOLVED:

That no publicity be agreed for the items considered in Part 2 of the meeting due to the likely disclosure of exempt information.

[Meeting closed at 2.27pm]

Chairman

ITEM 4 - PROCEDURAL MATTERS

Members' Questions

Question (1) from Mrs Hazel Watson (Dorking Hills)

I would like to thank the Leader of the Council for recognising from the outset the importance of the involvement of the Opposition in the recent Peer Challenge on Innovation.

This fits with LGA best practice advice that opposition Members should be involved. A number of other Peer Challenges have taken place at Surrey County Council where opposition members have not been involved. Will the Leader give an undertaking to ensure that opposition members are involved in all Peer Challenges in the future so that a cross section of views can be obtained in helping the future development of services?

Reply:

We adopted a completely open approach to the Local Government Association peer challenge from the very start and we encouraged the peer challenge team to speak to whoever they felt necessary to gain a true picture of the progress that has been made. This included Members of all political groups, staff from all levels of the organisation, a wide range of partners and service users. In the event of any future cross-council peer challenges we would do the same.

**David Hodge
Leader of the Council
28 May 2013**

Question (2) from Mrs Hazel Watson (Dorking Hills)

At the Cabinet meeting on 23 April in response to a question from me, the Leader of the Council said that he had asked officers to review the existing process for accepting cycling events on closed roads and a robust new procedure is to be prepared for consideration by the Cabinet in the summer.

When will the review take place and how will local county councillors have an input into the review?

Reply:

The review of the process for closing roads for sporting, charity and community events has started. Obtaining the views of County Councillors is an integral part of this work, and Councillors can expect to be approached for their views in the near future. I am confident that the result will be a robust and fit-for-purpose process which will put the needs of our residents and businesses first.

**David Hodge
Leader of the Council
28 May 2013**

Question (3) from Mrs Hazel Watson (Dorking Hills)

Press reports state that Surrey Police have announced that an investigation into the death of Gloria Foster will not lead to criminal charges and that the police have since handed over the findings of the investigation to Surrey County Council to ensure the tragic circumstances in Ms Foster's death are not repeated.

This is now being investigated by the Safeguarding Adults Board.

When will the findings of the Surrey Police investigation be made available to county councillors?

When will the findings of the Safeguarding Adults Board be made available to county councillors?

Reply:

The Independent Chairman of the Safeguarding Adults Board will take a decision about publication once the report is completed.

Mel Few
Cabinet Member for Adult Social Care
28 May 2013

ITEM 4(b) - PROCEDURAL MATTERS

Public Questions

Question (1) from Mr David Beaman, Independent Member for Upper Hale, Farnham Town Council

The election leaflet distributed by the Conservative candidate for Farnham South during the recent elections for Surrey County Council stated that his continued pressure for road improvements had been “rewarded with a forthcoming multi-million pound project to improve the bypass at Hickley’s Corner” which implies that this particular road improvement scheme is one of the 16 schemes listed in Surrey Future to be delivered between 2015 and 2019 that will go ahead. I would, however, be grateful if you could please formally confirm that the proposed improvements at Hickley’s Corner will be one of the schemes that will definitely proceed given that the report presented to the meeting of the Cabinet held on 27 November stated that informal discussions with the Department of Transport had indicated that Surrey could expect funding that would allow 10 or 11 of the 16 proposed schemes to be constructed.

Reply:

The County Council maintains a major scheme programme to identify which transport schemes should be developed to the point where they could be built. An important first step for any scheme is to be accepted onto this programme. This means that the scheme can be considered as a project rather than a proposal, and that officer time will be devoted to developing the detailed design and a business case.

I can confirm that the County Council’s major transport scheme programme was formally approved by the Cabinet at its meeting on 27 November 2012. A scheme to improve traffic movements at Hickley’s Corner was included in this programme and is now being taken forward as a project.

As with all major local transport schemes, the ultimate decision on whether to award funding will rest with a new body, called a Local Transport Body. In the case of this scheme, this will be the Enterprise M3 Local Transport Body.

John Furey
Cabinet Member for Transport, Highways and Environment
28 May 2013

Question (2) from Mr Mike Bryan, Chairman, Non-partisan Petition Group for Farnham as a District Authority

The Surrey County Council ‘Election Purdah Rules’ for the recent SCC Elections state that:

‘Nothing can be publicised by officers on behalf of Members standing for election that gives publicity to controversial issues or which reports views or

policies in a way that identifies them with individual members or groups of members.'

An election flyer of sitting County Councillor Pat Frost included, under the banner heading of 'SURREY COUNTY COUNCIL **CONSERVATIVES**' and above a banner footnote of 'A RECORD OF ACTION, A PROMISE OF MORE', the statement: '**We signed a £33M deal to bring superfast broadband to nearly every household and business.**'

Research has revealed that the contract Agreement was executed by the County Council as a deed with an authorised signatory witnessing the application of the seal, pursuant to Authority given at the Cabinet meeting on the 24 July 2012. Authorised signatories for the purposes of witnessing the application of the seal are solicitors within the Chief Executive's office as laid down in the Council's constitution. It would reportedly have been unconstitutional for a councillor to have signed the deal. No heads of terms agreement was signed. Observation on Minutes of the SCC Cabinet Meeting dated 24 July 2012: Mrs Frost is not recorded as being either a member of the Cabinet or present at its meeting where the executive decision to pursue the Broadband Agreement was made. Observation on Minutes of the SCC Overview & Scrutiny Committee Meeting dated 11 July 2012: Mrs Frost is not recorded as being either a member of the O&S Committee or present at its meeting where the Superfast Broadband project background and two bids were considered.

Noting that Members of Surrey County Council are bound by the Surrey County Council Constitution, Article 2, that: 'All councillors will maintain the highest standards of ... ethics':

- Does the Surrey County Council Cabinet support Mrs Frost's apparently factually incorrect statement (as above) in her election campaign flyer?
- Does the Surrey County Council Cabinet think that Mrs Frost's statement (as above) might appear to foster a perception that the Conservative Group of Councillors at Surrey County Council embody Surrey County Council in its entirety, and – interchangeably – that Surrey County Council is embodied in its entirety by the Conservative Group of Councillors?
- Does the Surrey County Council Cabinet think that Mrs Frost's statement (as above) might appear to convey an impression that Surrey County Council Conservatives are exclusively endowed with and inextricably embedded in the power of Surrey County Council?

Reply:

I am aware you have already been in correspondence with Democratic Services on this matter and I have nothing to add to the detailed reply that you have already had from them. The County Council has no powers to deal with complaints regarding election leaflets.

David Hodge
Leader of the Council
28 May 2013

**CABINET MEMBER DECISIONS
MAY 2013**

**(i) FLOATING SUPPORT FOR PEOPLE WITH LEARNING
DISABILITIES: APPROVAL TO AWARD A CONTRACT**

- (1) That the information relating to the procurement process, as set out in the submitted report, be noted.
- (2) That the award of contracts, to commence on 1 July 2013, to Dimensions Ltd and Keyring for two years, plus potential for a further two years extension be approved.

Reasons for decision

The existing contracts will expire on 30 June 2013. A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed, and the recommendations demonstrate that best value for money for the Council will be delivered following a detailed evaluation process.

(Decision of Cabinet Member for Adult Social Care and Health – 17 May 2013)

**(ii) PROPOSED STOPPING UP OF WEY ROAD AND ROUND OAK
ROAD, WEYBRIDGE**

Details of decision

- (1) That an application be made to the Magistrates' Court for an order stopping up Wey Road and Round Oak Road as highways, in accordance with the provisions of Section 116 and 117 of the Highways Act 1980 and subject to the conditions of the County Council's approved policy on stopping up applications.
- (2) Prior to an application being made to the magistrates' court by the County Council, that the County Council require the applicant to produce a legally-binding indemnity to the effect that those owners that do not wish to contribute to the upkeep of the road (including utilities) shall not be required to do so.

Reasons for decision

The results of the consultation exercise carried out in November 2012 show that a significant majority of the owners of the properties fronting Wey Road and Round Oak Road wish them to be stopped up as highways.

(Decision of the Cabinet Member for Transport and Environment – 17 May 2013)

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 25 JUNE 2013 AT 2.00 PM
AT ASHCOMBE SUITE, COUNTY HALL, KINGSTON UPON THAMES,
SURREY KT1 2DN.**

These minutes are subject to confirmation by the Cabinet at its next meeting.

Members:

*Mr David Hodge (Chairman)	*Mr John Furey
*Mr Peter Martin (Vice-Chairman)	*Mr Michael Gosling
Mrs Mary Angell	*Mrs Linda Kemeny
*Mrs Helyn Clack	*Ms Denise Le Gal
*Mr Mel Few	*Mr Tony Samuels

Cabinet Associates:

*Mr Steve Cosser	*Mrs Kay Hammond
*Mrs Clare Curran	*Miss Marissa Heath

* = Present

PART ONE
IN PUBLIC

101/13 APOLOGIES FOR ABSENCE [Item 1]

Apologies for absence were received from Mrs Angell.

102/13 MINUTES OF PREVIOUS MEETING: 28 MAY 2013 [Item 2]

The minutes of the meeting held on 28 May 2013 were confirmed and signed by the Chairman.

103/13 DECLARATIONS OF INTEREST [Item 3]

There were none.

104/13 PROCEDURAL MATTERS [Item 4]

(a) MEMBERS' QUESTIONS [Item 4a]

Five questions had been received from Members. The questions and responses were tabled and are attached as Appendix 1.

The following supplementary questions were asked:

- **Mr Evans** asked a supplementary question in relation to the waste infrastructure and whether there was still the possibility that DEFRA could still request payment if the county council did not proceed with the Ecopark at Charlton Lane and had to find an alternative site in order to protect the grant. The Cabinet Member for Transport,

Highways and Environment confirmed that DEFRA had indicated that they did not wish to withdraw the grant and had given permission for the county council to proceed.

- **Mr Walsh** referred to point (2) of the Cabinet Member for Transport, Highways and Environment's response to his question which stated: 'SITA had conducted a robust due diligence assessment to ensure that the gasification process technology proposed by Outotec was appropriate for the Eco Park'. He expressed concern about the word 'robust', stating that a desk assessment was carried out over a two week period – in his opinion, a short time. He asked whether Cabinet would consider conducting a further assessment over a longer timespan. The Cabinet Member said that all processes at the Eco Park were operating elsewhere and that the County Council would not use them or be allowed to operate them if safety was an issue.
- Mrs Watson asked the Cabinet Member for Assets and Regeneration Programmes to explain the difference between 'peak utilisation' and 'office occupancy' and also asked which offices had not yet submitted their occupancy data. The Cabinet Member explained that the occupancy studies were a repeated review, on a rolling basis for each building.

The Leader of the Council also informed her that Surrey County Council had been invited by the Coalition Government to join a Government initiative on property rationalisation.

105/13 PUBLIC QUESTIONS [Item 4b]

Six questions had been received from members of the public. The questions and responses were tabled and are attached as Appendix 2.

The following supplementary questions were asked:

- **Mr Beaman** said that he hoped the County Council would submit a bid for funding from the Government's Clean Bus Technology Fund and confirmed that he would be willing to assist with the submission, if required.
- **Mr Robertson** made a detailed statement concerning the Eco Park. The Leader of the Council requested a copy of it so that an answer could be provided to Mr Robertson outside the meeting.
- **Mr Telford** considered that the response had not said what action that Surrey County Council would take to protect the Green Belt in the Runnymede area. The Cabinet Member for Transport, Highways and Environment said that his response had stated the county position and re-affirmed that the need to protect the Green Belt was a matter decided at local level (the Runnymede Local Plan). However, the County Council was a consultee in the process and would respond to the consultation.

- **Mr Eastment** expressed concern in relation to a small airport trying to obtain planning permission to build and encroach onto Green belt land. He referred to the Article 4 direction and acknowledged that they would know Surrey Heath Borough Council's position after the meeting with Chobham Parish Council. However, he asked if Surrey County Council's legal team could advise Surrey Heath Borough Council in relation to this matter.

The Cabinet Member for Transport, Highways and Environment said that the county council was unable to impose their views on the borough council and referred to the last sentence of his response, which stated that there was no requirement for the borough council to consult third parties. However, he referred to the meeting with Chobham Parish Council and said this was the forum to raise it and ensure that Surrey Heath Borough Council was aware of their concerns.

- **Ms Desoutter** asked the Cabinet Member for Community Services whether, in future, the County Council would consult more widely with the general public before committing to events that involved road closures. She also asked whether there would be compensation for those residents whose holiday plans had been affected by the forthcoming road closures on 4 August 2013.

The Cabinet Member for Community Services said that information had been sent to those residents affected and more details would be sent out in July. She drew attention to the dedicated number included in her response that residents could use if they had specific concerns. She hoped that roads would re-open as soon as possible. She also informed Cabinet that a protocol detailing the process for organising future events involving road closures was being drawn up and would be subject to consultation over the summer months. With regard to compensation, she confirmed that none was available from Surrey County Council.

- **Mr Catt** asked the Cabinet Member for Transport, Highways and Environment whether there were any restrictions within the contract with SITA that would prevent the County Council from taking the Best Value and safest solution to this problem and was advised that there was none.

106/13 PETITIONS [Item 4c]

No petitions were received.

107/13 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

No representations were received.

108/13 CONFIDENT IN OUR FUTURE: CORPORATE STRATEGY 2013 -18 AND SUPPORTING STRATEGIES [Item 5]

The Leader of the Council drew Members' attention to the following amendments to the Directorate Strategies (set out below) and requested that the Cabinet endorsed - *Confident in our future*, the Council's Corporate Strategy 2013-2018, and approve the supporting Directorate Strategies and Communications and Engagement Strategy.

Amendments:

- (i) **Annex 2a – Adult Social Care** - the right hand side pie chart has 'other expd' missing - which would make the total agree to the £404m once adjusted
- (ii) **Annex 2b – Children, Schools and Families** – chart – 'rest of Council figure' should be £840m and not £1,361m
- (ii) **Annex 2c – Environment & Infrastructure** – Priorities for 2013/14 - 1st bullet point to be amended to state 'Repair road defects and deliver maintenance schemes including the five year programme to renew **500 kms** of the worst roads in the county within **specified** timescales and budgets'
- (iv) **Annex 2f - Chief Executive's Office** - the left hand total table had CXO in twice - total should be £1,685m (currently (£1,698m), including public health

The Leader of the Council confirmed the Council's strategy was to focus on working in the long term interests of Surrey and to ensure that residents remained healthy, safe and confident about their future. He also said that he was determined to continue to deliver excellent value for money to taxpayers and an increased focus on innovation would help to achieve this.

Other Members comments were:

- That the County Council had made significant improvements in the last four years and could be 'Confident in our Future'.
- A strong focus on quality, developing Surrey County Council staff and safeguarding vulnerable children and adults.
- Proactive management of highways plus increased funding for its infrastructure.
- Better engagement with local residents
- The launch of a campaign to reduce litter in the county.
- The Health and Wellbeing Board would be working with partners to examine the provision for mental health in Surrey.

RESOLVED:

1. That '*Confident in our future*, Corporate Strategy 2013-2018' be endorsed and that it be recommended to the County Council meeting on 16 July 2013 for approval.
2. That the Directorate Strategies 2013–2018, as amended, and the Communications and Engagement Strategy which will support delivery of the Corporate Strategy be approved.

Reason for Decisions

The Council reviews and refreshes its Corporate Strategy each year. By confirming a long term vision for the county and setting priorities for the next year the Corporate Strategy provides a clear sense of direction for Council staff and signposts the Council's approach for residents, businesses and partner organisations. As part of the Council's Policy Framework (as set out in the Council's Constitution) the Corporate Strategy must be approved by the County Council.

The Directorate Strategies and the Communications and Engagement Strategy will support delivery of the priorities set out in the Corporate Strategy, ensuring the Council delivers great value to Surrey residents.

109/13 BUDGET MONITORING FORECAST 2013/14 (PERIOD ENDING MAY 2013) [Item 6]

The Leader of the Council presented the first budget monitoring report for the new financial year 2013/14 and stated that the Council continued to face growth in demand for services and reductions in funding as austerity continues.

On the Revenue Budget, he highlighted the following points:

- That the forecast end of year position was for a small overspend of +£0.7m, although if none of the risk contingency (set up to mitigate against non delivery of some service efficiencies) was required, this would become an underspend of -£12.3m.
- That the revenue budget reflected total efficiencies required of £68m and although it was early in the year, the report showed that services were making good progress in delivery of these plans: £11m had already been achieved and there was an increased confidence in many other areas. However, there was still a long way to go and there remained considerable risks and therefore, it was essential that progress was monitored closely throughout the year.

On the Capital Budget, he highlighted the following points:

- That the council's capital programme not only improved and maintained the Council's service delivery, but it provided a welcome boost to the local economy in these times and it was therefore

important that the authority aimed to achieve the capital budget spend, and where some schemes were delayed, others were brought forward.

- At the beginning of the year the 2013/14 programme was reviewed and as a result a small number of schemes were reprofiled. However, forecasting was currently being reviewed to fully spend the council's capital budget.

Other Cabinet Members made the following points:

- The Cabinet Member for Business Services drew attention to the change in format of Annex 1, which she considered more 'user friendly and succinct' and with more detailed explanation in the Appendix to the Annex.
- The Cabinet Member for Adult Social Care highlighted the 'red' risk relating to £15.5m of the savings within his portfolio, which were reliant on the success of the new policy to maximise the use of social capital.
- The Cabinet Member for Schools and Learning drew attention to pressures in the Children, Schools and Families Budget and said that the financial position would become clearer at the start of the new academic year in September.
- The Cabinet Associate for Fire and Police Services referred to the Fire Capital Grant (paragraph 52, Annex 1) and was pleased that it would be used towards funding of the Fire Vehicle and Equipment Replacement programme.

RESOLVED:

1. That the forecast revenue budget underspend for 2013/14, as set out in Annex 1, page 2 of the submitted report be noted.
2. That the forecast ongoing efficiencies and service reductions achieved by year end, as set out in Annex 1, page 12 of the submitted report be noted.
3. That the forecast capital budget position for 2013/14, as set out in Annex 1, page 13 of the submitted report be noted.
4. That management actions to mitigate overspends, as set out throughout Annex 1 of the submitted report be noted.
5. That the in year virement of £757,661 from the Central HR Training Budget to most services that have service specific training budget allocations for 2013/14 as set out in Annex 1, page 3 of the submitted report be approved.
6. That the re-profiling of -£2.5m capital budget carry forwards to 2013/14 as set out in Annex 1, page 13 of the submitted report be confirmed.
7. That the use of Fire Capital Grant to fund vehicle and equipment replacement as set out in Annex 1, page 13 of the submitted report be approved.

Reason for Decisions

To comply with the agreed strategy of providing a monthly budget monitoring report to Cabinet for approval and action as necessary.

110/13 LEGAL FEES FOR ARRANGING ADULT SOCIAL CARE DEFERRED PAYMENT AGREEMENTS AND THE DISCHARGE OF LEGAL CHARGES [Item 7]

The Cabinet Member for Adult Social Care referred to a previous report to Cabinet (8 September 2009) detailing the operation of the Deferred Payment Scheme in relation to adults in residential care in Surrey. That report envisaged that the Council may in the future wish to recover the cost of the work it undertakes in relation to Deferred Payment Agreements. After a thorough review of the matter, a charging regime is proposed. Authorisation is also sought to increase the legal fees for discharging Legal Charges (mortgages) placed on properties as security for payment of deferred care costs. He commended the recommendations to Cabinet.

The Leader requested that the annual review of the level of charges be undertaken by the Council's Overview and Scrutiny Committee.

RESOLVED:

1. That the Council charges £250 for any Deferred Payment Agreement, whether or not the matter proceeds to completion, plus the costs of any Land Registry fees it incurs on each transaction.
2. That the Council recovers legal fees of £125 whenever it discharges a Legal Charge.
3. That the level of these charges be reviewed annually and adjusted appropriately in line with general financial planning and budget setting.

Reason for Decisions

To ensure that the increased cost of servicing the continuing and growing demand for Deferred Payment Agreements is primarily met by those taking advantage of the scheme.

111/13 AWARD OF CONTRACTS FOR THE DELIVERY OF POST 16 FURTHER EDUCATION SERVICES FOR YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) [Item 8]

The Cabinet Member for Schools and Learning introduced the report and said that the Children and Families Bill was proposing a more integrated approach to provision for children and young people with Special Educational Needs and Disabilities (SEND) across the 0-25 age range and that this report set out the changes.

Funding of education and training for young people aged 16-25 was changing. Previously this funding was allocated to providers by a national

body, The Education Funding Agency (part of the Department for Education – EFA). From 1 September 2013, an element of the funding would be passed to Local Authorities to fund the commissioning of provision for young people resident in their area. The commissioning duty passed to Local Authorities in April 2010 and the change in the funding would now complete the shift to local commissioning arrangements.

The report outlined these changes and seeks agreement to new contracts for the education and training provision for young people in 63 Independent Specialist Colleges (ISCs) for 2 years from 1 September 2013, details of which were set out in agenda item 12, the confidential annex pertaining to this report.

The Cabinet Member for Business Services said that it was essential to agree the recommendations today, in order that there was a seamless process in place for these young people's educational needs.

The Cabinet Associate for Children, Schools and Families referred to the positive comments from the recent Peer Review, relating to young people with SEND, as detailed in paragraph 13 of the report.

RESOLVED:

1. That the Council enter into contracts for 2 years from 1 September 2013 with 63 providers as named in agenda item 12, the confidential annex to the report, all of which are existing Independent Specialist College providers providing post-16 further educational services to young people with Special Educational Needs and Disabilities, on terms to be agreed with Legal Services for both existing and new placements with these providers.
2. That the estimated value of these contracts over a two year period will not exceed £18.1m.

Reasons for Decisions

To ensure continuity of provision for young people already in placements that will continue into the academic year 2013-14 and provide a contractual basis for new placements starting in September 2013.

The new contracts will ensure 2 academic years are contracted with providers and this encompasses the variations in provider college holiday periods. No service will be required from the providers in the period from 31 July 2013 to 30 August 2013.

The current value of these contracts is £9,048,947 for a full academic year.

112/13 AMENDMENT TO WASTE CONTRACT BETWEEN SURREY COUNTY COUNCIL AND SITA SURREY [Item 9]

The Cabinet Member for Transport, Highways and Environment advised that the purpose of the report was for Members to receive updated information regarding the technologies, to consider value for money and affordability

factors, to approve technology, to ask officers to continue to progress work to amend the Waste Contract with SITA Surrey and to prepare a detailed report to present at the 23 July 2013 Cabinet meeting, which will include legal, financial, procurement and risk assessments.

He highlighted key points from the report:

- The Environmental Permit issued by the Environment Agency on 8 October 2012
- The Drivers for Change and the increasing cost of landfill
- The proposed amendments to the Waste Contract, their effect on the Council and the Assessment Process
- The Footpath diversion which was currently awaiting a decision

He also referred to the Sustainability Assessment of the proposal to create the Eco Park, which had been carried out by the Council's Waste and Sustainability teams and said that there would be significant reduction in the number of HGVs and miles travelled by these vehicles, associated with the Eco Park.

He also drew attention to Risk Management, Value for Money and Legal Implications and the S151 officer commentary detailed in the report, and in particular the Equalities Impact Assessment which had been reviewed and remained valid.

Finally, he said that he was aware of the concerns of some local residents and informed Cabinet that there had been extensive consultation, as set out in paragraph 96 of the report. Details of the responses to the main questions asked during the recent public engagement process were circulated at the meeting and are attached as Appendix 3 to these minutes.

The Leader of the Council referred to paragraph 112 and requested that recommendation (2) be amended to include 'evidence of DEFRA's approval'.

RESOLVED:

1. That, having received an update on technology and been notified of the proposed contractors, the technology changes be approved.
2. That officers continue to progress work to vary the Waste Contract between Surrey County Council and SITA Surrey to reflect the changes necessary to deliver the proposed waste solutions. A further detailed report for final approval (including value for money, affordability considerations and evidence of DEFRA's approval) to be presented to the Cabinet meeting on 23 July 2013.
3. That the release of a Voluntary Transparency Notice announcing the Council's intention to enter into a contract variation be approved.

Reasons for Decisions

To provide proper authority to:

1. Deliver the Eco Park which represents a corporate priority for the Council.
2. Provide assurance to contractual and funding partners to the Council.
3. Demonstrate commitment to use of best available, most appropriate technologies in terms of efficiency and environmental impact.

113/13 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE LAST CABINET MEETING [Item 10]

RESOLVED:

That the decisions taken by the Leader, Deputy Leader and Cabinet Members since the last meeting, as set out in Annex 1 of the submitted report, be noted.

Reasons for Decisions

To inform the Cabinet of decisions taken by Members under delegated authority.

114/13 EXCLUSION OF THE PUBLIC [Item 11]

RESOLVED 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 paragraph 3 of Part 1 of Schedule 12A of the Act.

PART TWO – IN PRIVATE

THE FOLLOWING ITEMS OF BUSINESS WERE CONSIDERED IN PRIVATE BY THE CABINET. SET OUT BELOW IS A PUBLIC SUMMARY OF THE DECISIONS TAKEN.

115/13 AWARDS OF CONTRACTS FOR THE DELIVERY OF POST 16 FURTHER EDUCATION SERVICES TO YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) [Item 12]

This item is the confidential annex to item 8 on the agenda and the recommendation is set out in the main (part 1) report.

116/13 SALFORDS FIRE STATION AND SECONDARY CONTROL FACILITY [Item 13]

The Cabinet Member for Assets and Regeneration Programmes presented this report and said that he was delighted that two freehold units were

available, which could be utilised for a new fire station and a secondary control facility, at the iO centre in Salfords.

The Cabinet Associate for Fire and Police Services said that local residents were supportive of the proposals for a new fire station in Salfords and requested that this decision was publicised.

RESOLVED:

1. That the freehold acquisition of units 14/15 iO Centre, Salfords, Surrey be approved, at a cost set out in the submitted report.
2. That the requirement for a fit out of the premises in relation to the fire station be noted and once these costs have been confirmed, a further report be presented in accordance with recommendation (4).
3. That the requirement for a fit out of the premises in relation to the secondary control facility be noted and once these costs have been confirmed, a further report be presented in accordance with recommendation (4).
4. That the approval of the fit out costs of the units in relation to their use as a Fire Station and Secondary Control Room be delegated to the Strategic Director of Adult Social Care, in consultation with the Leader, the Cabinet Member for Assets and Regeneration Programmes and the Cabinet Member for Community Services.
5. That the Service will seek to develop plans for alternative savings (£0.9m) which are then reflected in the review of the Medium Term Financial Plan (2013-18) taking place in quarter 1 2013/14.

Reason for Decisions

To allow Surrey Fire & Rescue Service to provide fire cover in the area and improve efficiency and operational response of cover.

117/13 PUBLICITY FOR PART 2 ITEMS [Item 14]

RESOLVED:

That non-exempt information relating to items considered in part 2 of the meeting may be made available to the press and the public, as appropriate, in relation to Salfords Fire Station.

[Meeting closed at 3.15pm]

Chairman

Members' Questions

Question (1) from Mr Tim Evans (Lower Sunbury and Halliford) to ask:

The Cabinet Member for Transport, Highways and Environment will be aware of the strength of feeling of many residents of Shepperton, Halliford and Sunbury regarding the location and safety of the proposed Eco Park on the Waste transfer site in Charlton Lane, which lies in my division of Lower Sunbury and Halliford. Since the preparation of the papers for this meeting he has attended two meetings with residents at which their concerns were very forcibly expressed.

The Member for Laleham and Shepperton has also laid questions which relate particularly to the location of the site and the safety concerns related to the technology. Whilst strongly sharing those concerns I shall not repeat them here.

Noting also that I am the Cabinet Member for Finance on the Spelthorne Borough Council I wish instead to turn to a different concern, namely that this project is being forced through purely for financial reasons without due regard for the safety of neighbouring residents.

In particular, I would ask the Cabinet to clarify the nature of the Value for Money test that the Council must undertake to justify its investment in the new plant. How is this test undertaken by whom and how independent is it of the Council's desire to press ahead with the project.

Moreover, some residents are aware of the Central Government PFI grant available to the Council for waste disposal and are suspicious that the possible loss of this grant if the project does not go ahead is being taken into account as part of the Value for Money calculations. I seek both explanation and reassurance from the Cabinet on this point.

Reply:

The development of the Eco Park is an essential component of the Council's Waste Strategy to increase recycling and divert all waste from environmentally damaging landfill using modern technology to deal with waste that cannot be recycled. The project is not proceeding purely for financial reasons or without due regard for the safety of neighbouring residents.

My first consideration is the safety of residents, which I have addressed in my answer to the question from Councillor Walsh.

Regarding value for money, the assessment will consider the cost to the UK Taxpayer and be subject to rigorous external scrutiny. This means that the value of the Waste Infrastructure Grant (formerly known as PFI grant) cannot be taken into account when making this assessment and all options will be considered on the same basis i.e. without the effect of the grant.

The value for money assessment will be undertaken by the council's Chief Finance Officer advised by external advisors (Deloitte) with involvement from the council's finance officers and waste officers. The value for money

assessment will be subject to rigorous scrutiny including by the Council's external auditor. In addition, the business case relating to the development of the Eco Park will be subject to scrutiny and approval by Defra. All assessments will be required to comply with HM Treasury best practice guidance.

Landfill costs the council £1 million per month in tax alone and the cost of landfill is likely to rise further as a result of tighter regulation and the scarcity of available sites. It is therefore imperative that we find alternatives to landfilling waste that cannot be recycled.

John Furey
Cabinet Member for Transport, Highways and Environment
25 June 2013

Question (2) from Mr Alan Young (Cranleigh and Ewhurst) to ask:

The county council's Pay Policy Statement 2013-14 states that "The Chief Executive is on a contract which is like Chief Officers i.e. he is on an all-inclusive single status Surrey Pay contract and there is no variable pay or bonuses made."

Would the Leader agree that any decision to award the chief executive any additional future payment over his all-inclusive single status Surrey Pay contract would be a departure from the council's Pay Policy Statement?

Does the Leader further agree that, notwithstanding the role of the PPD Committee, any significant departure from the Council's agreed pay policy in respect of senior officers should be subject to ratification by the Council?

Reply:

What Mr Young is asking is already encapsulated in law within the Localism Act of 2011.

The County Council's Pay Policy is agreed annually by the Council for all County Council employees, including the Chief Executive. Any variations regarding the pay terms and conditions of the Chief Executive would be reflected in the annual pay policy statement in accordance with the requirements of the Localism Act 2011. Council agreed its 2013/14 Pay Policy Statement at its meeting on 19 March 2013.

David Hodge
Leader of the Council
25 June 2013

Question (3) from Mrs Hazel Watson (Dorking Hills) to ask:

There have been a number of failures of webcasts and recordings of webcasts of Surrey County Council meetings. For example:

The last meeting of Cabinet in May was live webcast without audio, and there was also no recording made which included audio of the meeting.

There is no recording of the February meeting of Planning and Regulatory Committee.

To ensure openness and transparency, will the Leader undertake:

1. To examine the webcast provision to ensure that future failures are reduced?
2. To examine the possibility of local recording of webcasts at County Hall to be made so that if there are future failures by the service provider downstream of County Hall a recording of meetings can still be provided on the Surrey County Council website?
Webcasts prior to January 2013 are no longer available on the Surrey County Council website. Will the Leader undertake to ensure that a complete archive of webcasts is maintained permanently in the future?

Reply:

It is extremely regrettable that there was no audio record of the Cabinet meeting in May. The lack of sound in the Ashcombe suite for web streaming the Cabinet meeting was due to a technical problem resulting from the re-fit of the audio equipment. Tests that had taken place before the meeting had not identified an audio problem. Since that meeting, diagnostic checks have been carried out and the system is up and running, with contingency arrangements in place. Two meetings have been webcast from the Ashcombe since the May Cabinet meeting and no further problems have been experienced.

The morning session of the February Planning and Regulatory Committee is available as a webcast. The meeting unexpectedly continued into the afternoon and had to move to another committee room for that session, where webcasting equipment was not available.

In order that we can swiftly solve any problems that may arise in future, the audio engineers are arranging with the Facilities Manager for a maintenance contract to be put in place as soon as possible. The IMT service is also liaising with the webcast provider, Public-i, to ensure the suitability of our equipment. In relation to local recording, whilst we do have the option of "backing up" the live stream of a webcast onto a DVD using our webcasting equipment, in this instance, because of the break in the chain which supplies the power and handles the audio feed from the microphones, we would still have had a situation where we had a visual recording of the meeting, but with no audio captured. However, we will look into the possibility of other ways of locally recording webcasts with our provider.

Webcasts are normally archived and uploaded by our webcast provider within one to two days of the meeting date and are available to watch for six months from the live date, in line with the terms of our contract. This is standard practice for all Public-i clients. The provider retains a complete archive of our webcasts, and these are accessible at a cost, in line with the provisions of the contract. Currently any backed up copies of the webcast are deleted unless needed to resolve technical issues arising in a live stream but it would be possible to look at retaining the back-up copies for a longer period if there was an identified need.

David Hodge
Leader of the Council
25 June 2013

Question (4) from Mr Richard Walsh (Laleham and Shepperton) to ask:

After the public meeting in Spelthorne regarding the Eco-Park at Charlton Lane the residents within the surrounding villages of Charlton Village, Shepperton, Halliford & Sunbury have strong concerns regarding the following items.

1. Residents are concerned about emissions and the proximity of homes to the Eco-Park. They feel that insufficient information has been provided and they seek assurances that due diligence has been done to ensure that every possible safety measure has been taken to minimize any risks to the quality of their lives.
2. The lack of a similar gasifier, processing similar product in the world, is of further concern to residents as it is co-located on site with other waste processing plants, administration offices, and educational facilities for children and although technology risks can be mitigated and then regulated by the Environment Agency what assurance can residents be given that due consideration has been done to ensure that the risk to both workers and visitors is minute and that Charlton Lane is an appropriate site for this type of technology surrounded by residual properties and people.

Reply:

1. Both the anaerobic digestion plant and the gasification plant will have to meet stringent emission standards set by the Environmental Permit, required by the Environment Agency. The emissions standards are designed to ensure that there is no risk to human health or the environment from the operation of the plant and will take into account the location of the plant in terms of its proximity to homes.

The council's technical adviser has confirmed that they are confident that the plant will meet the requirements of the Waste Incineration Directive, which sets the relevant emissions standard.

The plant will be designed to ensure that levels of emissions are minimised. This will be achieved primarily by ensuring well managed combustion and by maintaining optimal combustion conditions; with further removal of pollutants by a gas-cleaning system. All thermal waste-treatment plant have to be operated in accordance with a permit from the Environment Agency and this will only be granted if the operator can show that they are using the Best Available Techniques (BAT) to control emissions. The permit would require the cleaned exhaust gases to be monitored continuously for a wide range of compounds (typically CO, NO_x, PM, HCl, SO₂, total VOCs), and this provides a continuous indication of the combustion conditions (and potential for dioxins formation), which are to be maintained below stringent emissions limits. Further monitoring is carried out periodically (usually several times per year) for pollutants including those such as dioxins that are present at too small a concentration to be able to be monitored continuously. The cleaned process exhaust is then released to air from a chimney stack of a height designed to ensure appropriate

dispersion. The results of the continuous emissions monitoring have to be submitted to the Environment Agency; and, additionally, the Environment Agency sends in its own monitoring teams to make periodic unannounced spot checks on emissions.

The Health Protection Agency (HPA) is the government body responsible for protection of public health.

The HPA's position is that well run and regulated modern municipal waste incinerators are not a significant risk to public health. This view is based on detailed assessments of the effects of air pollutants on health and on the fact that modern and well managed municipal waste incinerators make only a very small contribution to local concentrations of air pollutants.

2. Waste gasification is a relatively new technology in the UK and therefore SITA have conducted a robust due diligence assessment to ensure that the gasification process technology proposed by Outotec is appropriate for the Eco Park. The county council has also commissioned its technical consultants to undertake a review of the technology and of SITA's proposal.

The fluidised bed technology proposed by Outotec is proven, although its use to date has largely been in combustion rather than gasification, as proposed for Charlton Lane. Outotec has supplied over 100 plants that use a variety of fuels, however only a small number of these operate in gasification configuration with the majority being combustion plants. Whilst there are a number of Outotec combustion plants that process refuse derived fuel, there are currently no gasification plants that have been built to use this fuel. The three Outotec gasification facilities similar to that proposed for Charlton Lane, are in operation in the USA and Canada although operating on different types of fuel.

The chemistry of the gasification of refuse derived fuel and combustion of the subsequent synthesis gas (syngas) is well understood. The gas clean up systems, that are proposed for the Eco Park are robust and proven on many thermal treatment plants throughout the UK and overseas.

In the answer to your first question, I highlighted the fact that emissions from the Eco Park would be controlled through the Environmental Permit to ensure that there is no harm to the environment or to human health, this would include the impact on users of the community recycling centre and workers on site.

In addition, general hazards associated with the operation of the site will be managed through health and safety legislation and will be informed by a hazard and operability (HAZOP) study, which will be completed at the detailed design stage.

Both SITA and the council's technical advisors consider that Outotec has a good level of understanding of the complexity of waste gasification and the requirements of the UK regulatory system, and has the ability to design a plant to operate using residual waste from Surrey households for fuel.

John Furey
Cabinet Member for Transport, Highways and Environment
25 June 2013

Question (5) from Mrs Hazel Watson (Dorking Hills) to ask:

In an answer to a written question from me to the Cabinet meeting of 5 February 2013, the Cabinet Member for Assets and Regeneration Programmes stated: "An occupancy study was carried out in 2010 for our major offices which showed an average desk occupancy of 47%". He went on to state: "A programme of revised desk occupancy surveys are of being carried [sic] at present to measure the impact of these changes. We will provide the update information when we have completed the occupancy studies."

Please could the Cabinet Member provide an update on the desktop occupancy surveys, and an explanation of why it is taking so long to count the number of staff and number of desks?

Reply:

Update on occupancy studies

Desktop occupancy studies have been carried out at the following buildings since the completion of the Making a Difference Programme, County Hall, Fairmount House, Consort House, Esher Local Office and we are currently at Quadrant Court and Runnymede.

The peak utilisation in these buildings is as follows.

County Hall 62.5%
Fairmount House 76%
Consort House 62.5%
Esher Local Office 68.5%

Which is an average of 67.3% compared to 47% previously, a movement of 20.3% and an increase of 30%.

Results for Quadrant Court and Runnymede will be back by the end of July, further studies are being undertaken at our Borough and District locations and will be completed before the school summer holidays.

Method

The programme of utilisation studies is undertaken on a phased basis. Each building is carried out at independent times with slots selected to avoid school holidays, we also allow time for the buildings to settle down following the

recent moves. The reason this is done is to get a true picture of how the portfolio is being utilised so informed decisions can be made.

Future

Once the other results are returned, we will then develop an action plan to further enhance the flexible working principles that Making a Difference implemented and look at further opportunities to identify efficiencies that could become income generation opportunities.

Tony Samuels

Cabinet Member for Assets and Regeneration Programmes

25 June 2013

Public Questions

Question (1) from Mr David Beaman, Independent Member for Upper Hale, Farnham Town Council

Given the known problems of air quality in Central Farnham will Surrey County Council be making any bid for funding from the recently announced Clean Bus Technology Fund to fit equipment to older diesel engine buses?

Reply:

As a general rule, the county council will try to bid for external funds, provided that the cost of bidding is justified by the likelihood of winning funds. The Department for Transport recently issued guidance to local authorities on the Clean Bus Technology Fund (CBTF) pilot programme. The Government has made £5 million available to support local authorities with the costs of upgrading buses with appropriate technologies to reduce emissions of nitrogen oxides (NOx) from older buses operated in congested urban areas. This is an initial bidding phase which will inform the DfT on whether a national programme could be developed. To be successful, a bid to the CBT Fund would need to be agreed between the county council and one or more bus operators. Officers are currently in discussion with a number of bus operators, together with colleagues in the boroughs and districts, to assess whether there is scope for a successful bid. This initial scoping work includes assessing opportunities for Farnham. The deadline for bids is 19 July.

John Furey
Cabinet Member for Transport, Highways and Environment
25 June 2013

Question (2) from Mr Malcolm Robertson, Charlton Lane Community Liaison Group Member

I wish to ask a question about the County Council's Waste Strategy, and your waste contractor's proposals for a gasifier/incinerator at Charlton Lane, Shepperton.

Taking into account the fact that the gasifier/incinerator will be a prototype situated in a densely populated area, do you consider that you have been provided with sufficient information to both authorise further expenditure on this project, and guarantee the safety of the surrounding community?

Reply:

The previous supplier of gasification technology, Ascot Environmental went into administration for reasons that are unknown to Surrey County Council and SITA UK, but we remain confident that with SITA UK's and SUEZ ENVIRONNEMENT's financial and technical support, this technology would have worked at Charlton Lane. However, as this batch oxidation system

gasification technology is no longer available SITA has chosen an alternative in order to move forward with the Eco Park.

Outotec and its technology have been rigorously scrutinised by technical and commercial experts in SITA UK and its parent company, SUEZ ENVIRONNEMENT. This included visiting operational plants, detailed technical discussions and financial evaluations. The technology has also been assessed by Surrey County Council's own technical advisors.

Surrey County Council and SITA UK are satisfied that Outotec is the most suitable company to provide the gasification process at Charlton Lane.

The fluidised bed technology proposed by Outotec is proven, although its use to date has largely been in combustion rather than gasification plant, as proposed for Charlton Lane. Outotec has supplied over 100 plants that use a variety of fuels, however only a small number of these operate in gasification configuration with the majority being combustion plants. Whilst there are a number of Outotec combustion plants that process refuse derived fuel, there are currently no gasification plants built to use this fuel. The three Outotec gasification facilities similar to that proposed for Charlton Lane, are in operation in the USA and Canada although operating on different types of fuel.

Both SITA and the council's technical advisors consider that Outotec has a good level of understanding of the complexity of waste gasification and the requirements of the UK regulatory system, and has the ability to design a plant to operate using residual waste from Surrey households for fuel.

The chemistry of the gasification of refuse derived fuel and combustion of the subsequent synthesis gas (syngas) is well understood. The gas clean up systems, that are proposed for the Eco Park are robust and proven on many thermal treatment plants throughout the UK and overseas.

Waste gasification is a relatively new technology in the UK and therefore the number of plants that are operational is limited, however a number of gasification plants using a range of technologies have planning consent and a plant using both pyrolysis and gasification technology has recently opened and is in operation at Avonmouth.

Both the anaerobic digestion plant and the gasification plant will have to meet stringent emission standards set by the Environmental Permit, required by the Environment Agency. The emissions standards are designed to ensure that there is no risk to human health or the environment from the operation of the plant and will take into account the location of the plant in terms of its proximity to homes.

The council's technical adviser has confirmed that they are confident that the plant will meet the requirements of the Waste Incineration Directive, which sets the relevant emissions standard.

Levels of emissions will be minimised primarily by well managed combustion, achieved by the plant design and by maintaining optimal combustion conditions; with further removal of pollutants by a gas-cleaning system. All thermal waste-treatment plants have to be operated in accordance with an Environmental Permit and this will only be granted by the Environment

Agency if the operator can show that they are using the Best Available Techniques (BAT) to control emissions. The permit would require the cleaned exhaust gases to be monitored continuously for a wide range of compounds (typically CO, NOx, PM, HCl, SO₂, total VOCs), and this provides a continuous indication of the combustion conditions (and potential for dioxins formation), which are to be maintained below stringent emissions limits. Further monitoring is carried out periodically (usually several times per year) for pollutants including those such as dioxins that are present at too small a concentration to be able to be monitored continuously. The cleaned process exhaust is then released to air from a chimney stack of a height designed to ensure appropriate dispersion. The results of the continuous emissions monitoring have to be submitted to the Environment Agency; and, additionally, the Environment Agency sends in its own monitoring teams to make periodic unannounced spot checks on emissions.

The Health Protection Agency (HPA) is the government body responsible for protection of public health.

The HPA's position is that well run and regulated modern municipal waste incinerators are not a significant risk to public health. This view is based on detailed assessments of the effects of air pollutants on health and on the fact that modern and well managed municipal waste incinerators make only a very small contribution to local concentrations of air pollutants.

In conclusion I am satisfied that I have received the necessary assurances from both SITA and our own technical advisors that the that the proposed plant will not pose a risk to the health or safety of site staff, users of the site or residents who live in the surrounding area.

John Furey
Cabinet Member for Transport, Highways and Environment
25 June 2013

Question (3) from Mr Andrew Telford, Chairman CPRE Surrey Runnymede District

Whereas:

1. Surrey County Council (SCC) unanimously resolved on 19/3/13 "To use its power to protect Surrey's Green Belt".
2. CPRE Surrey wholly endorses this resolution.
3. Runnymede Borough Council's draft Local Plan is inconsistent with the resolved position of SCC as it does not protect Surrey's Green Belt, removing, as it does, several hundred acres from the Green Belt at the DERA site to facilitate development.
4. There is strong popular support for SCC's landmark resolution as demonstrated by CPRE Surrey's e-petition regarding this matter, administered by MySociety through the RBC website, which has comfortably passed the threshold number of signatures required to ensure a debate in Full Council at RBC regarding removing any of the DERA site from the Green Belt.

What action does SCC propose taking in prosecuting its resolved policy of using its power to protect this part of Surrey's Green Belt, and will this include making a timely representation to Runnymede Borough Council raising a 'strong objection' to removing the land at the DERA site from the Green Belt?

Reply:

At its meeting on 19 March 2013, the County Council unanimously resolved to use its power to protect Surrey's Green Belt, support the National Planning Policy Framework (section 9 – paragraphs 79 to 92) and the Government's policy of protecting the Green Belt, to make Surrey's MPs and the County's Districts and Boroughs aware of this resolution and for any Green Belt development in the County to be in line with the needs and wishes of Surrey residents.

Under the National Planning Policy Framework, it is for the Districts and Boroughs to set Green Belt boundaries in their Local Plans with local consultation and independent examination of any proposed changes.

Runnymede Borough Council is currently preparing its new Local Plan and recently consulted on a draft Pre-Submission version of its Core Strategy. Balancing the need for housing and employment growth and the need to protect the Green Belt is a matter to be decided at the local level through the Runnymede Local Plan.

John Furey
Cabinet Member for Transport, Highways and Environment
25 June 2013

Question (4) from Mr Nigel Eastment, Chobham Society Fairoaks Representative

The Fairoaks Operation Ltd 'Consultation and Notice of Development' is not a planning application, but a required step under the General Permitted Development Order. Our question is about protecting the Green Belt not a planning application.

1. Surrey County Council unanimously resolved on 19/3/13 "To use its power to protect Surrey's Green Belt", and their stated position in limb 4 of the resolution is that any Green Belt development in the County should be "in line with the needs and wishes of Surrey residents".
2. Fairoaks Operations Ltd has a proposal for a hangar at Fairoaks Airport, which encroaches on the Green Belt.

What action does Surrey County Council propose taking in applying its resolved policy of using its power to protect this part of Surrey's Green Belt and ensuring that any Green Belt development in the County is in line with the needs and wishes of Surrey residents, and will this include making a timely representation to Surrey Heath Borough Council raising an objection to this proposal?

Reply:

At its meeting on 19 March 2013, the County Council unanimously resolved to use its power to protect Surrey's Green Belt, support the National Planning Policy Framework (section 9 – paragraphs 79 to 92) and the Government's policy of protecting the Green Belt, to make Surrey's MPs and the County's Districts and Boroughs aware of this resolution and for any Green Belt development in the County to be in line with the needs and wishes of Surrey residents.

The current proposals on Fairoaks Airport, a major developed site in the Green Belt, fall to be considered under Part 18 A.2 of the General Permitted Development Order. This allows a relevant airport operator to carry out development in connection with the provision of services and facilities on operational land, subject to the operator consulting the local planning authority before carrying out any development. The airport operator, Fairoaks Operation Ltd, has consulted Surrey Heath Borough Council in order to confirm that the proposal is permitted development. There is no requirement for the Borough Council to consult third parties, although a meeting with Chobham Parish Council has been arranged.

John Furey

Cabinet Member for Transport, Highways and Environment

25 June 2013

Question (5) from Ms Jenny Desoutter

Cycle Race Road Closures

My question refers to the closures of 4 August 2013.

The right of way over public roads and highways, together with freedom of movement, is one of the most inalienable and fundamental civil human rights. Indeed it is essential to daily living, and the network of public roads in rural Surrey is used seven days a week, 365 days in a year, in order that residents can fulfil the obligations and meet the needs of daily life.

Many of these uses are essential, for example:

- Getting to and from work
- Keeping in touch with friends and family
- Visiting those in hospital
- Delivering care and support to less able or dependant family members and others
- Being able to access emergency treatment centres without involving emergency services
- Being able to access shops including pharmacies in case of unexpected incidents
- In August, school holidays, many families may need to travel to begin, or to return home from holidays

- Attending to welfare of livestock in pastures and premises not adjacent to domicile
- Emergency services to wild life such as Wildlife Aid
- Accessing veterinary care in case of need
- Pursuing voluntary activities as part of community life
- Accessing recreational, sporting and leisure facilities for training and fitness

Apart from the fact that these journeys are an integral and essential part of life, many people have commitments which limit flexibility, and many are already under pressure from busy schedules. Freedom of choice enables people to manage their own lives and priorities effectively, and enables society to function through complex interactions which are not simple to adjust.

Surrey County Council is the elected body responsible for the highways, and it has chosen to close a large number of roads to the public for a whole day on 4 August, in order that the roads may be used exclusively as a race track by a select group of fit, able-bodied people enjoying a leisure activity of their choice. Because of this decision, a large proportion of Surrey residents will be unable to pursue their normal, chosen, or essential activities. Many, including myself, have so far not even been officially informed of this fact, in order that advance planning may be considered. At the date of submitting this question (18th June) the race organisers, Ride London, and SCC Highways are still unable to state exactly which roads surrounding the route they will decide to close.

I would ask the following:

- (1) Can the Council state how many residents will have their lives disrupted and their freedom of movement curtailed by the closure of highways for this non-essential leisure event, and by what process of consultation they have carried out an assessment of the impact of this event on residents' lives?
- (2) By what powers do Surrey County Council rescind the historic right of all people other than racing cyclists to use the highways for legitimate purposes on this day, and can SCC explain the principles which guided their decision to give priority on this day to the wish of a powerful special-interest group to use our communal roads as a private race track for pleasure, rather than safeguarding and protecting the individual freedom and civil liberties which are the pride of citizens of this country, and which enable millions of people to meet their own essential daily needs, and to live their lives independently and with dignity?

Reply:

- (1) This type of road closure is not unprecedented in Surrey, and the learning from the extremely successful Olympic cycling events is being applied to ensure that the public are aware and disruption is kept to an absolute minimum. The event organiser has completed an assessment of the community impacts which will form the basis of the

ongoing consultation process. Tens of thousands of households and businesses on the route and within 100m of the route, are being provided with essential information to help them plan ahead. This includes the sharing of impacts through newsletters to homes on the route, drop-in sessions for residents and appointments with those on the route with specific concerns.

- (2) The Event is a joint venture between the Surrey County Council and the Mayor of London, and was approved by the Surrey County Council Cabinet in December 2011.

For the purpose of holding this sporting event on the highway, Surrey County Council as the Highway Authority, will allow road closures under a Special Events Order, as per section 16A of the Road Traffic Regulation Act 1984, this allows for the sporting events to take place on the public highway.

We fully understand that there is an impact on residents and communities, which is why many have already received assistance. Anyone with specific travel needs is being encouraged to refer to **www.gosurrey.info** or to contact the event organiser on **0845 894 9773** or residents will be able to discuss and plan access on the 4th August 2013 at one of the following drop-in sessions,

- Dorking Halls, Dorking – 4 July, 15:00-19:00
- Heart Shopping Centre, Walton-on-Thames – 5 July, 11:00-15:00
- Box Hill Village Hall, Box Hill – 8 July, 16:00-20:00
- Forest Green Village Hall, Leith Hill – 9 July, 16:00-20:00
- Park House, Leatherhead – 10 July, 16:00-20:00

Surrey County Council feels strongly that a charity fun ride and an elite cycling race, that will attract thousands of spectators and millions of worldwide television viewers, is an important Olympic legacy, providing many benefits in the following ways:

- Fostering greater links and economic benefits through closer relations with London Partners,
- Promoting and inspiring healthy lifestyles and activities
- Promoting Surrey as a welcoming destination for tourism and a premier venue for sporting events,

Helyn Clack
Cabinet Member for Community Services
25 June 2013

Question (6) from Mr Brian Catt

I wish to question Councillor Furey's report on specifics regarding the claims made for the gasifier design and its appropriateness within the revised waste plan, as follows:

Given the very limited and universally unsatisfactory results of waste gasification experiences elsewhere, would it not now be more prudent on the

grounds of value for money, fiscal risk and health and safety risk to the visiting and surrounding public, in a very populous area, to instead use Charlton Lane as an RDF plant, to feed the best possible EfW incineration in safer locations based on the lowest possible cost and maximum energy recovery, as this market develops in the face of over capacity and massive reductions in fuel through better recycling? Some European countries are already importing dry waste for this reason, including the Netherlands importing Surrey's.

Reply:

Long term markets for Refuse Derived Fuel (RDF) supply to merchant plants are uncertain in the same way as long-term markets for supply of waste into conventional merchant energy from waste plants.

In addition there is a risk that the required quality specification for RDF will change over time, and that the RDF manufacturing plant would become outdated. That is why it is preferable to design an RDF plant to work with a specific combustion or gasification plant.

The value for money analysis will consider various alternatives to building the Eco Park within the SITA contract. One of these options will be to use merchant energy from waste facilities for Surrey's waste.

John Furey
Cabinet Member for Transport, Highways and Environment
25 June 2013

Eco Park: Responses to the main questions asked during the public engagement process

Why are you changing the gasifier?

- It is because of a change of supplier as the company originally chosen, Ascot Environmental, is no longer trading.
- The proposed system has many similarities, and several advantages. It pre-treats waste, increasing recycling, is more efficient in operation and generates lower emissions.

Is the new supplier's technology untested? Is it unproven technology?

- All the processes at the Eco Park are operating elsewhere but not in one location.
- More than 100 facilities are safely operating the fluidised bed technology selected for the Eco Park (using a range of waste including municipal waste).
- We wouldn't use the technology and it would not be allowed to operate if it wasn't safe.
- The emissions controls systems are proven and in extensive use in the UK and internationally.
- The gasification process is in operation in USA and Canada, on other types of waste.

Is this an industrial development which is dangerous?

- The Eco Park is safe and will deal with waste in an environmentally friendly way.
- All aspects of safety are rigorously scrutinised by external government agencies.
- We wouldn't be allowed to build it or operate it if that was not the case.

Is it an incinerator by another name with dangerous emissions?

- It is an advanced thermal treatment facility. Waste is heated to produce a gas which can then be burned to generate steam which produces electricity.
- The level of emissions are very small compared to standards set for the protection of human health, and in the case Nitrogen Oxides the levels are half that permitted.

Why should Shepperton have to deal with Surrey's waste?

- The Eco Park will deal with about a third of Surrey's waste in an area with about a third of the county's population (in north of county).