

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 17 DECEMBER 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	*Mr Mike Goodman

* = Present

PART ONE
IN PUBLIC

219/13 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Mr Tony Samuels.

220/13 MINUTES OF PREVIOUS MEETING: 26 NOVEMBER 2013 [Item 2]

RESOLVED that the minutes of the meeting held on 26 November 2013 be confirmed and signed by the Chairman.

221/13 DECLARATIONS OF INTEREST [Item 3]

There were none.

222/13 PROCEDURAL MATTERS [Item 4]

(a) MEMBERS' QUESTIONS [Item 4a]

Twelve questions had been received from Members. The questions and responses were tabled and are attached as **Appendix 1 to these Minutes**.

Mr Tim Hall asked supplementary questions relating to the economic benefits of the Prudential Ride London-Surrey event and why the successful Olympic events and trials were not considered relevant. The Cabinet Member for Community Services advised that Surrey's economy had benefitted with a share of the £13m economic benefit which had been identified from the weekend's events and would check to see if there was further detail on the breakdown that could be provided to Mr Hall. The Cabinet Member also clarified that it was not considered meaningful, rather than relevant, to

compare the first year event of Prudential Ride London-Surrey Classic and 100 with previous Olympic events due to the differences in the events.

(b) PUBLIC QUESTIONS [Item 4b]

There were none.

(c) PETITIONS [Item 4c]

Two petitions were received from residents. The petitions were considered as part of the discussion on the Surrey Cycling Strategy and Prudential RideLondon-Surrey 100 & Classic items. A response was tabled and agreed. A copy is attached as **Appendix 2 to these Minutes**.

(d) REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

There were none.

223/13 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

Recommendations had been received from the Communities Select Committee on the Surrey Cycling Strategy and Prudential RideLondon-Surrey 100 & Classic items and were considered as part of the discussion of those items. A response was tabled and agreed. A copy is attached as **Appendix 3 to these Minutes**.

(a) SURREY CYCLING STRATEGY [Item 6a]

The County Council had developed the Surrey Cycling Strategy to support the development of cycling as a means of transport and to secure economic, health and environmental benefits for Surrey. The Strategy also sets out plans to address the increase in cycle casualty rates and the local impacts of the increase in sports cycling and cycling events.

The Strategy's aim is to get more people in Surrey cycling, more safely and contained a series of objectives to support the achievement of this aim.

The Strategy forms part of the Surrey Transport Plan and is the basis for the development of a series of Local Cycling Plans for each of the Surrey boroughs and districts, under the guidance of the Local Committees. It sets out clear plans and priorities, supported by appropriate governance structures to ensure a partnership approach. It has been the subject of extensive public consultation which has informed the strategy.

The Strategy is supported by a new Framework for Coordinating and Approving Events on Surrey's Highway, which puts in place robust and transparent mechanisms for processes and decision-making governing events.

The Cabinet Member for Community Services advised of the work that had taken place to develop the Strategy, including the input from members of the Communities and Environment & Transport Select Committees and the valuable contribution from over 3,700 comments which had been received.

Cycling remained an important aspect of the council's transport strategy and each local committee would be invited to develop their own local cycling plans to further this. Getting more people cycling more safely could reduce congestion, benefit tourism and have positive impacts on health.

The increase in cycling had provided a lasting legacy of Surrey's successful hosting of the Olympics and the Strategy sought to ensure that this would continue in a safe manner. One aspect of this legacy had been the increase in the number of people looking to visit Surrey to cycle on its highways. The Cycling Strategy set out a robust Framework for coordinating and providing cycling events on Surrey's highways. This placed an emphasis on the event organiser to ensure adequate consultation. Surrey County Council would also lobby central government to require that, in future, both the police and local authorities be notified of requests to hold sportive events on public roads. This would enable better planning of these events, ensuring that they were held safely and reduced the risk of any potential disruption.

Cabinet Members discussed their own experience of cycling, local schemes to support cycling and their shared concern that it take place safely with shared understanding from all road users. Education and ensuring that cost was not a factor to children learning and riding safely on cycles were identified as key factors. The benefits of separating cycles from other road traffic where possible were discussed, although it was noted that this could have significant cost implications and could not be done everywhere. Members also noted the work that had taken place with the Equalities Impact Assessments to ensure engagement and accessibility. Ensuring access arrangements for care users had been and would remain a key consideration in the planning around any events.

RESOLVED:

1. The Surrey Cycling Strategy be approved as set out in Annex 1 to the report submitted.
2. The role of Local Committees in developing affordable Local Cycling Plans be approved.
3. The continued engagement with central government to press for further funding for investment in cycling provision be approved.
4. Active engagement with the police and other local authorities in a similar position to Surrey on key aspects of cycling safety and regulations, as the basis for dialogue with central government, be approved.
5. The Framework for Coordinating and Approving Events on Surrey's Highway be approved as set out in Annex 3 to the report submitted.
6. The comments and recommendations of the Communities Select Committee be noted and the response agreed as attached at **Appendix 3 to these Minutes.**

Reasons for Decisions:

The 2012 Olympic Games positioned Surrey as a centre for cycling and presented a once in a lifetime opportunity to realise the economic, health and

environmental benefits from this. Through a partnership approach, the Strategy seeks to ensure that the benefits of this legacy result in more Surrey residents cycling for transport and leisure and that all Surrey children have the opportunity to learn to ride a bike safely.

The issues and challenges in relation to cycling differ considerably in different parts of the county. For that reason, the Strategy proposes the development of Local Cycling Plans, overseen by the Local Committees, which can properly reflect local circumstances.

A successful legacy also requires that steps be taken to tackle the rising levels of cyclist casualties, to encourage respect and consideration amongst all road users and to ensure that cyclists who come to the Surrey countryside show respect and consideration for local communities. It also requires that major events that showcase our beautiful county and bring benefits to Surrey continue to be supported, whilst also ensuring that they are properly managed so as to minimise disruption and ensure no individual communities are affected by multiple events.

(b) PRUDENTIAL RIDELONDON-SURREY 100 & CLASSIC [Item 6b]

As part of the legacy of the 2012 Olympic Games, the Cabinet approved support for a cycling event, later named 'Prudential RideLondon'. This is a two day festival that includes the Prudential RideLondon-Surrey Classic and 100 based on the route of the Olympic Cycling Road Races. The festival took place on 3/4 August 2013. Over 16,000 people took part in the 100, including about 2,000 Surrey residents. Over £7m was raised for charity.

In August 2013, Surrey County Council approached the Mayor of London to secure local access to grants for money raised by the London Marathon Trust for Surrey based bids. The Trust amended its terms to make this possible and a number of Surrey based activities had received a total of £335k of funding. It was hoped that the number of organisations directly benefiting from the event would continue to grow next year.

The Chairman advised that the Olympics had been won on the basis of legacy and the commitment to hold legacy events had been part of this agreement. The Olympic and subsequent events had been held safely and successfully and the council had committed to learn lessons from each event. This included feedback about road closures and how this could be done better.

Mr Bill Barker asked a question relating to emergency access on the day of the event and advised that he had been made aware of a resident whose call for an ambulance had been delayed. The Chairman advised that, as set out in the Strategy, responses to emergency incidents were the top priority for each event. With Surrey County Council, local District and Borough Councils and the emergency services all signed up to a shared protocol, this type of shouldn't happen. The importance of ensuring that marshals on the route were well trained in the correct procedures was also noted. Emergency response arrangements and plans should also be well communicated with local Members.

It was noted that, while the event itself had been a success with many positive and supportive comments, two main themes could be identified within the

more negative feedback. These related to requests to consider using different routes and the potential loss to some local businesses. The Cabinet Member for Community Services advised that the establishment of a regular route had positive benefits, meaning that lessons could be learnt year on year, responding to experience and the comments received to make adjustments and open closed roads sooner. The Cabinet Member for Transport, Highways and Environment agreed that many roads closed for the event in 2013 would be opened earlier in future in the light of the experience gained.

Cabinet Members noted the concerns raised about some businesses being affected by access issues without being well placed to directly share in the benefits of the event. Whilst some local businesses along the event route had benefited from crowds, increased trade and a carnival atmosphere, it was acknowledged that this was not the experience of all and it was a tough time generally for rural businesses. The council was keen to learn lessons from other charity events to help enable rural businesses to benefit from association with the event eg joint promotion with the lead charities and beneficiaries to work together.

Cabinet Members expressed support for the measures to be taken to provide a safe and well planned legacy cycling event with an improved experience year on year.

RESOLVED:

1. The Prudential RideLondon-Surrey 100 and Classic events for the period to 2017 be approved as the County's legacy cycling events.
2. That, in order to achieve the above, the Council will continue to collaborate with the Greater London Authority, Transport for London and other delivery partners to deliver the events
3. The Prudential RideLondon-Surrey 100 and Classic routes for 2014 be approved in principle and the final detail of the route be determined by either the Assistant Chief Executive or Strategic Director Environment and Infrastructure in consultation with the Leader of the Council, the Cabinet Member for Community Services and the Cabinet Member for Transport, Highways and the Environment.
4. That a further decision will be taken regarding the proposed route for future events.

Reasons for Decisions:

The 2012 Olympic Games positioned Surrey as a centre for cycling and presented a once in a lifetime opportunity to realise the economic, health and environmental benefits from this. The Surrey Cycling Strategy sets out how these benefits will be realised.

An important aspect of this is the tourism and inspirational benefit derived from the profile of the Olympic road races. To that end, following the successful operation of the 2013 PRLS events and the consultation feedback indicating widespread support for major cycling events, the PRLS events will be established as the county's 2012 Olympic legacy cycling events.

224/13 BUDGET MONITORING REPORT FOR NOVEMBER 2013 [Item 7]

The Cabinet considered an update on the council's financial position at the end of November 2013. The Cabinet focused in particular on the year end revenue and capital budgets forecasts and the achievement of efficiency targets.

The Chairman advised that the financial position was progressing well and the year end budget was projected to be in balance across all services. There were no plans to use the contingency fund of £13m. The Council's focus remained on providing Surrey's taxpayers with absolute value for money. The council continued to use its capital programme to invest in Surrey. This included Project Horizon which would deliver significant investment in Surrey's highways. Frontloading would see £31m invested in the current financial year with a further £69m over the following four years. The reprofiling of a number of small capital schemes had led to a forecast underspend of £3m within service capital budgets.

Cabinet Members updated on pressures and efficiencies within their portfolios. Services were making good progress in delivering efficiencies and were forecast to achieve £61m in savings for the full year. Work was also ongoing to reduce the council's reliance on government grants and council tax. The outcomes of these projects would be key to balancing budgets in the longer term and ensuring the long term resilience of the council's financial position.

RESOLVED:

1. That the following be noted:
 - Forecast revenue budget for 2013/14 is balanced on services, adding the unused £13m risk contingency brings this to £13m overall underspend (paragraph 1 of Annex 1 to the report submitted).
 - Forecast ongoing efficiencies and service reductions achieved by year end is £61m (paragraph 67 of Annex 1 to the report submitted).
 - Forecast capital budget position for 2013/14 is -£2.7m on services and +£26.6m overall (paragraphs 71 to 75 of Annex 1 to the report submitted).
 - The management actions to mitigate overspends throughout the report submitted.
2. The request to drawdown the 2012/13 winter pressures funding (£1.7m) to cover slippage on Family, Friends & Community Support saving (paragraph 14 of Annex 1 to the report submitted) be agreed.
3. The re-profiling of the capital expenditure on road and highway repairs from £20m each year of the five year 2013-18 capital programme to £31m in 2013/14, with the remainder spread over the four years 2014/15 to 2017/18 (paragraph 75 of Annex 1 to the report submitted) be agreed.

Reasons for Decisions:

To progress the actions identified as part of the agreed strategy of monthly budget monitoring reporting, noting the particular focus on the year end

revenue and capital budgets forecasts and the achievement of efficiency targets.

225/13 SCHOOLS EXPANSION PROGRAMME FROM SEPTEMBER 2014 [Item 8]

There is significant demand for new schools places within Surrey, resulting from increases in the birth rate and inward migration into Surrey County Council, which are addressed through Surrey County Council's five year 2013-18 Medium Term Financial Plan.

The Cabinet considered the individual business cases for expansion and to create an additional 720 new places at Queen Eleanor's, Wonersh and Shamley Green, Grayswood, St Bartholomew's, Holmesdale and Brookwood schools. These schools had been identified within the programme as requiring expansion through the provision of permanent adaptations and additions to their existing facilities, in order to meet the demand in the Guildford, Haslemere, Reigate and Woking areas.

RESOLVED that the expansion of the following schools be agreed in principle subject to the consideration and approval of the detailed financial information for each school (as set out in agenda items 17, 18 and 19 in Part 2 of the agenda) in Part 2 of the meeting:

- (i) Queen Eleanor's Junior School (Increase by 120 places to 420 places)
- (ii) Wonersh and Shamley Green Primary School (Increase by 120 places to 210 places)
- (iii) Grayswood Infant School (Increase by 120 places to 210 places)
- (iv) St Bartholomew's Primary (Increase by 60 places to 420 places)
- (v) Holmesdale Infant School (Increase by 90 places to 360)
- (vi) Brookwood Primary School (Increase by 210 places to 420)

Reasons for Decision:

The schemes deliver a value for money expansion to the schools, which supports the Authority's statutory obligation to provide additional school places for local children in Surrey. The individual projects and building works are in accordance with the planned timetables required for delivery of the new accommodation at each school.

226/13 CONTRACT EXTENSION - MEDICAL AND PSYCHOLOGICAL TREATMENT FOR DRUG AND ALCOHOL [Item 9]

The Council's Public Health Service has a requirement to deliver drug and alcohol recovery services to residents. The Cabinet considered the extension of the current contract delivered by Surrey and Borders Partnership Foundation Trust for a further year for the provision of Medical and Psychological Treatment for Drugs and Alcohol. The existing contract was due to expire on 31 March 2014.

The service would be provided in accordance with guidance from Public Health England in order to improve the delivery of Substance Misuse Services

to develop and sustain recovery among services users across Surrey's eleven District and Boroughs. It was noted that the Equalities Impact Assessment had been completed to ensure that each individual was looked after.

The Cabinet considered financial details relating to this item during Part 2 of the meeting (Minute item 239/13).

RESOLVED:

1. Following consideration of the results of the discussions undertaken with the service provider outlined in Annex 1 to the report submitted in Part 2 of the meeting, the award of the extension of the contract be agreed.
2. That a contract extension for the period of one year be awarded to Surrey and Borders Partnership Foundation Trust for the provision of Medical and Psychological Treatment for Drugs and Alcohol to commence on 1 April 2014 and expires on 31 March 2015.

Reasons for Decisions:

The existing contract was due to expire on 31 March 2014. Surrey and Borders Partnership Foundation Trust has performed well over the duration of the contract against the performance measures in place. This has contributed to the success of Surrey's Drug and Alcohol Treatment System as the most successful in a cluster group of other partnerships with a similar socio/demographic basis. No concerns were raised in the recent Care Quality Commission report.

The extension of the current contract will ensure stability and continuity of the largest component of the Drug and Alcohol Treatment System in Surrey and will provide the opportunity to develop collaborative working relationships with the supplier and regular contract management meetings.

227/13 SHORT BREAKS FRAMEWORK FOR CHILDREN AND YOUNG PEOPLE WITH DISABILITIES [Item 10]

Surrey County Council has a statutory duty under the Breaks for Carers of Disabled Children Regulations 2011 to commission short breaks services for children and young people with disabilities and their families across the county of Surrey. The current contracts for short breaks expire on 31 March 2014. A new framework of providers is being developed, to provide play and leisure, personal support (including domiciliary care) and residential services, to begin on 1 April 2014.

The Cabinet considered the financial details and tender evaluation relating to this item in Part 2 of the meeting (Minute item 240/13).

RESOLVED:

1. The following providers be awarded a place on a four-year framework as they have been successful in the Invitation To Tender evaluation process:

Action for Blind People, Action for Children, Animated Youth, Avenues, Barnardo's, Cherry Trees, Children's Trust, Core Assets Children's

Services, Crossroads Care Surrey, Cycling Projects, Disability Challengers, Family Resource Centre UK, Freewheelers Theatre and Media Ltd, KIDS, Link Leisure, Live & Learn, Prospect Housing, Rainbow Trust Children's Charity, Reigate and Redhill YMCA, Rhythmix, Shooting Star Chase, Stopgap Dance Company, The National Autistic Society, Voyage Care, White Lodge Centre.

2. That it be noted that the council reserves the right within the terms and conditions of the framework agreement to add additional providers onto the framework through a further competitive tendering process during the four-year period of the framework agreement.
3. That the authority to award contracts with individual contract value of over £500k under this Framework Agreement be delegated to the Strategic Director for Children Schools and Families in consultation with the Leader and Cabinet Member for Children and Families.

Reasons for Decisions:

The council has a statutory duty, under the Breaks for Carers of Disabled Children Regulations 2011, to commission short breaks services for children and young people with disabilities and their families across the county of Surrey.

The existing contracts will expire on 31 March 2014. A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders, has been completed and the recommendations provide best value for money for the council following a thorough evaluation process.

Awarding the named providers a place on the framework agreement and subsequent contracts allows the council to continue to deliver short break services for children and young people with disabilities and their families/carers within Surrey.

228/13 SUPPORTED ACCOMMODATION FRAMEWORK AGREEMENT FOR YOUNG PEOPLE [Item 11]

The purpose of supported accommodation is to ensure that all vulnerable young people countywide have safe and suitable accommodation that meets their needs. The Council has a statutory duty to provide a range of Supported accommodation for young people.

The Cabinet is asked to approve spend up to £3.1m per annum with the identified providers as part of a new Supported Accommodation Framework Agreement. The Framework Agreement will commence on 1 April 2014.

The procurement and evaluation process followed had demonstrated that the recommended providers would ensure that the Framework Agreement would deliver highly effective services for young people in Surrey.

The Cabinet considered the financial and tender evaluation details relating to this item during Part 2 of the meeting (Minute item 241/13).

RESOLVED:

1. That the following providers be awarded a place on the four-year Framework as they had passed the Invitation To Tender evaluation process:

A2 Dominion Group, Above Beyond Care, Barnados, Care Tech, Cherchefelle, East to West, Guildford YMCA, Holmdene, Home Group LTD, Keychange Charity, Life, Morgan Brown, Moving on Care Management, Pathway to Independence, Prospect Housing, Reigate and Redhill YMCA, Sanctuary Housing, Step Ahead, Step by Step, Transform Housing and Watershed Care Services.
2. That the authority to award contracts under this Framework Agreement, with individual contract value of over £500k, be delegated to the Strategic Director for Children Schools and Families in consultation with the Leader and Cabinet Member for Children and Families.
3. That the authority to award contracts with individual contract value of over £500k under this Framework Agreement be delegated to the Strategic Director for Children Schools and Families in consultation with the Leader and Cabinet Member for Children and Families.

Reasons for Decisions:

The re-commissioning process and subsequent award of a number of contracts under this Framework Agreement will ensure safe and appropriate supported accommodation is available and delivered countywide for vulnerable young people.

A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed. The thorough evaluation process resulted in a selection of the most suitable providers able to deliver supported accommodation services.

The Framework will be for a maximum of four years and will include multiple providers. This will allow for further mini-competitions to ensure value for money.

The Framework Agreement will govern the overall commercial arrangements between the Council and providers, providing a clear structure for service delivery, quality and price.

229/13 MERSTHAM REGENERATION PROJECT [Item 12]

The Merstham Regeneration Project would deliver a new integrated community hub, an improved retail offer, the removal of existing shops and the replacement of existing poor quality social housing with 50 new homes. Surrey County Council would enter into a Memorandum of Understanding with Reigate and Banstead Borough Council and Raven Housing Trust to facilitate this regeneration.

The inclusion of youth services and library services within the integrated community hub in Merstham would significantly enhance the facilities available to young people and the local community. This would be subject to a full business case that identified the revised total capital costs.

The Cabinet had previously expressed its support for a new community hub and agreed in principle the potential disposal of the existing Merstham library site to the Diocese of Southwark at market value in exchange for the proposed Battlebridge school site. The need to re-provide Merstham library in the community hub had been identified in the Medium Term Financial Plan capital programme since 2010 at an estimated cost of £1.2m.

RESOLVED:

1. That the entering into of a Memorandum of Understanding with Raven Housing Trust and Reigate and Banstead Borough Council to progress the Merstham Regeneration Project be approved in principle as outlined in the report submitted.
2. That the Strategic Director for Business Services, in consultation with the Leader of the Council, be delegated authority to sign the final Memorandum of Understanding.
3. That the estimated total capital expenditure of no more than £2.3m be approved and delegated authority be given to the Strategic Director for Business Services, in consultation with the Leader of the Council, to approve expenditure in relation to this project, subject to full business case approval.

Reasons for Decisions:

The Merstham estate is one of the most deprived areas in Surrey with comparatively high levels of poverty, some poor housing and significant health needs. It remains an area with a high concentration of young people not in education, employment or training. The inclusion of youth services and library services within an integrated community hub in Merstham will significantly enhance the facilities available to young people and the local community.

230/13 PROVISIONAL EDUCATION PERFORMANCE OUTCOMES 2013 [Item 13]

The Cabinet considered an overview of the provisional educational outcomes of children and young people in early years, primary, secondary, post 16 and special school phases for the academic year ending in the summer of 2013. It was noted that the results were provisional, subject to change and that the final results would be considered at a future meeting.

Based upon the provisional data, there had been improvements in attainment at both key stage 2 and 4. The percentage of pupils achieving level 4 or above in reading, writing and maths at the end of key stage 2 has increased this year, and Surrey had climbed in the national rankings for this measure.

There had also been an increase of three percentage points in the proportion of key stage 4 pupils who achieved five or more GCSEs or equivalent at grades A* to C including English and mathematics, to 67.2%. Surrey was ranked 15th out of 151 local authorities for this measure. Of those local authorities above Surrey in the rankings, none is comparable in size (all have fewer than 5,600 pupils compared with Surrey's 10,660).

The Cabinet Member for Schools and Learning congratulated all pupils, teaching staff and all involved in education for the achievements in 2013. The

results represented a good report and one that was outstanding in parts. Investment in schools would continue with the aim that every child attend a good or outstanding school. Cabinet Members welcomed the results.

RESOLVED:

1. That the 2013 Provisional Education Outcomes (as set out in the report and annexes submitted), which will be confirmed following publication of the final key stage 4 data in January 2014, be noted.
2. That the Cabinet Member for Schools and Learning update Cabinet Members on published Ofsted inspection results and performance headlines as appropriate.

Reasons for Decisions:

To ensure that Cabinet is fully informed of the latest education outcomes.

**231/13 ADULT SOCIAL CARE LOCAL AUTHORITY TRADING COMPANY
BUSINESS CASE [Item 14]**

The Cabinet had considered an options appraisal at its meeting on 22 October 2013 that recommended that a Local Authority Trading Company (LATC) could be the preferred model for the future delivery of day services and community support options for people with disabilities and older people. The Cabinet gave its support to the Cabinet Member for Adult Social Care to prepare a business case to confirm the feasibility of an LATC to ensure financial benefits and service outcomes are achieved while retaining the public sector ethos and values of the Council.

The Cabinet considered the business case, assessment of the benefits to the Council, the expected revenue streams and profitability of the company, along with a draft business plan and consultation and engagement proposal, to be co-designed with stakeholders. Central to the recommendation to create an LATC was that it would deliver benefits to Surrey residents by ensuring the sustainability and continued improvement of existing services. The benefits of the proposal included:

- continued commitment to the Personalisation Agenda
- delivery of high quality, well-regarded services for local people
- responsiveness to the requirements of commissioning plans
- the ability to meet current and projected demand
- responsiveness to the increased take-up of personal budgets and privately purchased services
- flexibility to deliver a new model of services embedded in local communities.

It was noted that the contract award would continue services provision already provided by the council. Whilst other local authorities had set up similar structures, Surrey's direct involvement of users of the service was thought to be unique. The LATC would be able to access greater market opportunities which would provide long term benefits.

RESOLVED:

1. That the creation of a Local Authority Trading Company (LATC) limited by shares and owned wholly by the Council to deliver the services within the scope of the report submitted be approved.
2. That authority be delegated to the Shareholder Board to approve the relevant steps set out in the report submitted to form the LATC, appoint its Directors and put in place appropriate governance arrangements to commence trading activities in April 2014.
3. That the award of a contract to the LATC for an initial five year period with a break point after three years to deliver the services in scope on behalf of the Council be approved.
4. That draft debt financing to the LATC be approved to enable it to purchase operational assets from the Council, pay for start-up costs and provide working capital, as set out in paragraph 42 of the report submitted.
5. That officers commence consultation with staff, Trade Unions, partner organisations and stakeholders.

Reasons for Decisions:

A LATC will deliver benefits to Surrey residents by ensuring the sustainability and continued improvement of existing services. It will also deliver financial benefits to the Council over the five year contract term, including those benefits which could not be obtained without setting up the LATC such as price reductions and surpluses derived from trading activity.

There is also potential to develop additional and alternative business opportunities - both within the services in scope, and by expanding into other areas - in the longer term, which could lead to substantial profits beyond the five year period covered by this proposal. These longer term gains would not be available if services remained in-house.

Trading on something close to an "as is" basis will ensure the continued stability and viability of existing services. This LATC provides a relatively low-risk environment in which to establish and take forward the principles and practice of running a trading company, which could feed positively into the broader trading developments which are an integral part of the Council's longer term financial strategy.

232/13 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 15]

The Cabinet noted the delegated decisions taken by Cabinet Members since the last meeting of the Cabinet.

RESOLVED that the decisions taken by Cabinet Members since the last meeting as set out in Annex 1 to the report submitted be noted.

Reasons for Decisions:

To note the decisions taken by Cabinet Members under delegated authority.

233/13 EXCLUSION OF THE PUBLIC [Item 16]

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.

234/13 PROPOSED EXPANSION OF 4 GUILDFORD DIOCESE SCHOOLS TO PROVIDE 420 NEW PLACES IN GUILDFORD AND HASLEMERE FROM SEPTEMBER 2014 [Item 17]

The Cabinet considered the financial details relating to Minute item 225/13 which set out the individual business cases for expansion of the schools to create an additional 420 new places.

RESOLVED:

1. That the business case for the projects to expand the following schools at the total cost set out in the report submitted be approved.
 - (i) Queen Eleanor's Junior School (Increase by 120 places to 420 places)
 - (ii) Wonersh and Shamley Green Primary School (Increase by 120 places to 210 places)
 - (iii) Grayswood Infant School (Increase by 120 places to 210 places)
 - (iv) St Bartholomew's Primary (Increase by 60 places to 420 places)
2. That authority be delegated to the Strategic Director for Business Services, in consultation with the Cabinet Member for Assets and Regeneration Programmes and the Leader of the Council, to agree a variation of up to 10% of the total value as set out in the report submitted.

Reasons for Decisions:

To support the authority's statutory obligation to provide sufficient school places to meet the needs of the population in the Guildford and Haslemere area.

235/13 PROPOSED EXPANSION OF BROOKWOOD PRIMARY SCHOOL [Item 18]

The Cabinet considered financial details relating to Minute item 225/13 which set out the individual business case for expansion of Brookwood Farm Primary School.

RESOLVED:

1. That the business case for the project to expand Brookwood Farm Primary School at the total cost set out in the report submitted be approved

2. That authority be delegated to the Strategic Director for Business Services, in consultation with the Cabinet Member for Assets and Regeneration Programmes and the Leader of the Council, to agree a variation of up to 10% of the total value as set out in the report submitted.

Reasons for Decisions:

To support Surrey County Council's statutory obligation to provide sufficient school places to meet the needs of the population in the Woking area.

236/13 HOLMESDALE INFANT SCHOOL, REIGATE [Item 19]

The Cabinet considered financial details relating to Minute item 225/13 which set out the business case for the provision of a permanent one form of entry (90 places) increase at Holmesdale Infant School from three forms of entry (270 places) to four forms of entry (360 places) to meet basic need requirements for primary places in the Reigate area.

RESOLVED:

1. That the business case for the project to permanently expand Holmesdale Community Infant School at the total cost set out in the report submitted be approved
2. That authority be delegated to the Strategic Director for Business Services, in consultation with the Cabinet Member for Assets and Regeneration Programmes and the Leader of the Council, to agree a variation of up to 10% of the total value as set out in the report submitted.

Reasons for Decisions:

To support Surrey County Council's statutory obligation to provide sufficient school places to meet the needs of the population in the Reigate area.

237/13 ADULT SOCIAL CARE LOCAL AUTHORITY TRADING COMPANY BUSINESS CASE [Item 20]

The Cabinet noted the Part 2 Annex which had been circulated in relation to Minute item 231/13.

238/13 INNOVATION PARTNER PROPOSAL [Item 21]

The Cabinet considered a proposal to strengthen its relationship with an innovation partner, together with a social investment fund, to acquire skills, expertise and further develop its network of innovation.

RESOLVED:

1. That an investment be agreed on the basis set out in the report submitted.
2. That the Strategic Director for Business Services, in consultation with the Leader of the Council, be authorised to agree appropriate contractual arrangements on behalf of the Council, following completion of appropriate due diligence.

Reasons for Decisions:

An innovation partnership will bring to the Council expertise, intellectual knowledge and a wide network that is essential to its journey of innovation. This partnership will introduce skills and competencies which would be difficult for a local authority to attract in isolation and might otherwise be sought from more expensive consultancy arrangements.

239/13 CONTRACT EXTENSION - MEDICAL AND PSYCHOLOGICAL TREATMENT FOR DRUG AND ALCOHOL [Item 22]

The Cabinet considered financial details in relation to Minute item 226/13.

RESOLVED that a contract extension for the period of one year be awarded to Surrey and Borders Partnership Foundation Trust for the provision of Medical and Psychological Treatment for Drugs and Alcohol to commence on 1 April 2014 and expires on 31 March 2015.

Reasons for Decisions:

The existing contract will expire on 31 March 2014. The contract extension provides best value for money for the Council following negotiations in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders.

240/13 SHORT BREAKS FRAMEWORK FOR CHILDREN AND YOUNG PEOPLE WITH DISABILITIES [Item 23]

The Cabinet considered financial and tender details in relation to Minute item 227/13.

RESOLVED:

1. That the following providers be added to the framework agreement as they have successfully passed the evaluation process outlined in the Invitation to Tender:

Action for Blind People, Action for Children, Animated Youth, Avenues, Barnardo's, Cherry Trees, The Children's Trust, Core Assets Children's Services, Crossroads Care Surrey, Cycling Projects, Disability Challengers, Family Resource Centre UK, Freewheelers Theatre and Media Ltd, KIDS, Link Leisure, Live & Learn, Prospect Housing, Rainbow Trust Children's Charity, Reigate and Redhill YMCA, Rhythmix, Shooting Star Chase, Stopgap Dance Company, The National Autistic Society, Voyage Care, White Lodge Centre, for the provision of Short Breaks for Children and Young People With Disabilities to commence on 1 April 2014.

2. That, as part of the mini competition process, no tenderer is awarded a contract unless their quality score in that mini competition achieves a minimum of 40% of the 60% allocated to quality.

Reasons for Decisions:

The existing contracts will expire on 31 March 2014. A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed, and the

recommendations provide best value for money for the Council following a thorough evaluation process.

241/13 SUPPORTED ACCOMMODATION FRAMEWORK AGREEMENT FOR YOUNG PEOPLE [Item 24]

The Cabinet considered financial and tender details in relation to Minute item 228/13.

RESOLVED:

1. That the following providers be added to the Framework Agreement as they had successfully passed the evaluation process as outlined in the Invitation to Tender:

A2 Dominion Group, Above Beyond Care, Barnados, Care Tech, Cherchefelle, East to West, Guildford YMCA, Holmdene, Home Group LTD, Keychange Charity, Life, Morgan Brown, Moving on Care Management, Pathway to Independence, Prospect Housing, Reigate and Redhill YMCA, Sanctuary Housing, Step Ahead, Step by Step, Transform Housing and Watershed Care Services.
2. That total spend under this Framework be up to the value specified in Annex 1 to the report submitted and will commence on 1 April 2014.
3. That, as part of the mini competition process, no tenderer is awarded a contract unless their quality score in that mini competition achieves a minimum of 40% of the 60% allocated to quality

Reasons for Decisions:

The existing supported accommodation contracts will expire on 31 March 2014. A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed. Thorough evaluation process should guarantee best value for money for the Council and best outcomes for young people needing support.

242/13 PROPERTY TRANSACTIONS [Item 25]

(a) ACQUISITION OF AN OFFICE PROPERTY IN WOKING [Item 25a]

The Cabinet considered the acquisition of an office property.

RESOLVED that Surrey County Council acquire the freehold interest in this property for the purchase price, ancillary costs and on the basis set out in the report submitted.

Reasons for Decision:

To secure the long term need for office accommodation.

(b) REFURBISHMENT OF VACANT HOUSES [Item 25b]

The Cabinet considered proposals for the refurbishment of eight vacant homes.

RESOLVED:

1. That a capital investment of the amount set out in the report submitted be approved for the refurbishment of eight vacant houses which will protect and enhance the capital value and generate an ongoing income stream for the Council.
2. That the Strategic Director for Business Services, in consultation with the Cabinet Member for Assets and Regeneration Programmes, be authorised to agree a variation of up to 10% of the total value on the basis set out in the report submitted.

Reasons for Decisions:

To meet Surrey County Council's objective to increase revenue to the authority and enhance capital value in its assets.

(c) DISPOSAL OF PERRY HILL LODGE, WORPLESDON [Item 25c]

The Cabinet considered an additional item under special urgency procedures to agree measures to complete the disposal of this property as previously authorised.

RESOLVED:

1. The disposal of Perry Hill Lodge, Worplesdon be approved on the basis set out in paragraph 1 of the report submitted, subject to exchange of papers taking place by 31 December 2013, with completion taking place on 31 March 2014 or earlier on not less than 10 working days notice from the buyer.
2. Should completion not take place within the required timeframe, the Chief Property Officer, be authorised to take the actions set out in paragraph 19 of the report submitted in consultation with the Cabinet Member for Assets and Regeneration Programmes and S151 Officer.

Reasons for Decisions:

To ensure best value is obtained for the disposal of a property no longer required for service reasons, to reduce the cost of managing an empty property and to maximise potential receipts without additional risk.

[The decisions on this item were taken under Special Urgency procedures with authorisation having been obtained from the Chairman of the Council Overview and Scrutiny Committee that the decision was reasonable in the circumstances and could not reasonably be deferred.]

243/13 PUBLICITY FOR PART 2 ITEMS [Item 26]

RESOLVED that no publicity on the details discussed in Part 2 of the meeting be agreed at this time.

Meeting closed at 4.18 pm

Chairman

CABINET – 17 DECEMBER 2013

PROCEDURAL MATTERS

Members' Questions

Question (1) from Mrs Hazel Watson (Dorking Hills) to ask:

What action is being taken to improve the reliability of the webcasting of meetings including of full Council and Cabinet meetings, following a number of failures in the webcasting of meetings?

Reply:

I share your frustration when the webcasting fails as I would like our decision making to be as open and transparent as possible. In order to improve the reliability of the webcasts, tests are carried out on the equipment beforehand to make sure that it is fully operational and that any faults can be rectified before the meeting. In addition, officers from IMT are on standby during the meetings and can be called upon to investigate if problems arise with the internal connections during the webcast. The webcasting service provider, Public-i, is also on call remotely to fix issues that occur with connections external to the meeting venue during the webcast.

Despite these measures there are occasions where unanticipated difficulties have arisen. The failure of the webcasting equipment at the Council meeting on 10 December, for example, is thought to have been caused by a power spike in the electricity supply in the Council Chamber, which disabled the computer that is used for the webcast. Nothing could be done to rectify this at the time. The provider will check the equipment to supply an analysis of the reason for the failure of the equipment and action will be taken dependent on this diagnosis, involving the appropriate county council services.

**Mr David Hodge
Leader of the Council
17 December 2013**

Question (2) from Mrs Nikki Barton (Haslemere) to ask:

I am writing to request that the Cabinet consider a separation of the current cycling strategy into 2 parts: a cycling events strategy and a separate cycling strategy, which specifically excludes this. This would mean the work to date could lead to two effective strategies, better able to focus on their aims, have separate action plans, targets and budgets, as set out below.

Currently two strategies have been co-presented. Firstly, the cycling events strategy is important as this is an emerging event/series of events which Surrey CC wish to have clearer control of. This would logically be owned by the Communities Committee.

Secondly, the Cycling (promotion and infrastructure) strategy should be about promoting and facilitating cycling; including continuing with external funding successes like the LSTF in Woking, Guildford and Reigate/Redhill; with the aim of increasing commuter and leisure cycling. This logically should be coordinated with other transport strategies such as for rail, congestion, bus travel and pedestrian access (which we understand will follow in 2014) and it would therefore make sense to be managed by the Transport and Environment Committee.

The consultation on the cycling strategy was dominated by a focus on cycling events. This has resulted in a cycling strategy that does not clearly signpost external funding opportunities (such as LSTF), or provide a guide/leadership to local committees drawing up plans for LTP3. It could have a target for overall cycling levels (by journey for example) and also proposed budget to achieve this, including from partner bodies (who could be co-signatories) and government.

To achieve the best cycling events and cycling strategies it would be good to separate these two from each other, and have clear measurable targets and budgets for both. This would enable both to be effective and link to other strategies: eg for other types of event management and with other transport modes as noted above, to give a coherent and well supported overall sustainable transport strategy for Surrey.

Therefore, I request that the Cabinet consider that the two strategies be separated such that action plans and targets might be developed for both - and the twin aims - one to limit the impact of cycling and the other to promote cycling - are achieved better on their own rather than overshadowed by each other.

Reply:

In redrafting the strategy, we did consider this issue carefully. Our view, however, is that the issues are too closely interlinked to be meaningfully separated without resulting in two very repetitive strategies. For example, tackling casualty levels and sharing the roads safely are issues that need to be addressed and cut across cycling as a means of transport and sports cycling and events.

The establishment of a Cycling Board to oversee the delivery of the strategy will provide crucial leadership. We would see the two select committees both having an important role to play in scrutinising achievement of the different objectives of the strategy and reporting the results of that scrutiny to the Board.

It should be noted that the events Framework is a standalone document which covers all events on the highway, not just cycling events.

Mrs Helyn Clack
Cabinet Member for Community Services
17 December 2013

Question (3) from Mr Alan Young (Cranleigh & Ewhurst) to ask:

- (1) Can the Leader explain why the county council's draft *Framework for coordinating and approving events on the Highway* does not recognise the clearly documented wish of Parish Councils in the Surrey Hills (including Brockham, Shere, West Horsley, Headley, Ewhurst, Capel, Newdigate, Abinger, Buckland, Ockley, Wooton, Mickleham) to only allow races conducted under a rolling road block (see Surrey County Council's minutes of the meeting of Parish Councils held on 12 August 2013)?
- (2) Can the Leader please explain why the Cabinet is being asked to take a decision on 17 December to hold further Ride-London races in Surrey, before these events have been subject to the council's own procedures for approving such events, as set out in the *Framework for coordinating and approving events on the Highway*?
- (3) Does the leader see any risk in the council abrogating all responsibility for consultation with local stakeholders on major events to event organisers, as set out in the *Framework for coordinating and approving events on the Highway*, not least as that document contains no guidance on what form that consultation should take?
- (4) Can the Leader confirm that the Ride-London organisers have **individually** consulted all Members and Parish and Borough Councils affected by the proposed race in 2014? I am aware that they organised a single information event in the Dorking Halls, but it is widely agreed that this does not amount to consultation.
- (5) If the Ride-London organisers have not consulted all affected parties and sought their feedback, can the Leader explain why the Cabinet is being asked to make a decision on approving the Ride-London race for the next four years in the absence of consultation and feedback from the people of Surrey, as required in the *Framework for coordinating and approving events on the Highway*?

Reply:

- (1) In drafting the Framework, we considered the issue of rolling road closures versus closed roads events. Our view is that each event must be considered on its own merit, against a range of factors including the health, economic and tourism benefits as well as local impacts. Our preference will always be to use rolling road blocks, but only where it can be made safe to do so.
- (2) The Prudential London- Surrey 100 and Classic is part of the legacy to the Olympic Games and is a large high profile event delivered in partnership. The Framework states that for strategic events of this type, a timetable and process for delivery will be developed on a case by case basis.
- (3) We do not see this as a risk. Details on the requirements are set out in Appendix 3 to the Framework, the Events Organiser's Guidance for Events on the Highway. Where the Council is approached by an event organiser road closures will not be allowed unless the event organiser can show that there is local support for the event. Decisions will be taken based on

advice regarding safety from the Safety Advisory Group and advice regarding due process and proper consultation from the Surrey Events Coordination Group.

- (4) Officers from all of the affected borough and district councils were sent the proposals for the 2014 route on the 30th August 2013 to share with their elected members for feedback and comment. This was in turn cascaded to parishes on the route. The organisers then met with representatives to discuss the feedback in more detail, which was incorporated wherever possible and presented back to members at a seminar on the 20th November 2013. All of the members on the route were invited to that seminar. The event organiser is continuing to meet with local groups to take forward planning for the 2014 event.
- (5) See question 4 above.

Mr David Hodge
Leader of the Council
17 December 2013

Question (4) from Mr Tim Hall (Leatherhead and Fetcham East) to ask:

- (1) Does the Cabinet Member now have the figures for the economic costs to the Surrey Economy from the Ride London Surrey Prudential Classic in 2014. This must include the losses as well as the gains by District or Borough?
- (2) What consultation does the Cabinet Member expect Ride London Surrey Partnership to undertake with communities in my Division and others that do not have Parish Councils in 2014 as there was none in 2013 before this Cabinet when the route is being agreed.
- (3) How does the Cabinet Member intend to measure the risk that the problems with the 2013 Ride London Surrey Prudential Classic have seriously damaged community support particularly in Mole Valley and Elmbridge? As listed in the risk register.
- (4) What steps is the Cabinet Member taking to make sure the lessons for the trials race in 2011 are communicated and acted on by the Ride London Surrey Partnership? As they seem to have been oblivious in 2013.
- (5) What information does the Cabinet Member have on visitor and spectator numbers in Surrey for the 2013 Ride London Surrey Prudential Classic. Who provided this information and how was it audited? How does that compare with the previous two years cycle races?

Reply:

- (1) London and Partners has produced an economic impact assessment from the 2013 event, which indicates a total economic benefit of £13m from the Prudential Ride London weekend of activities. We only have anecdotal information on local impacts – positive and negative – to Surrey

businesses. We are working with the event organisers and other stakeholders to improve economic intelligence for future years.

- (2) In areas that do not have a parish or town council, we look to the borough and county members to represent the views of their communities. We would welcome input from members on other representative organisations in these areas.
- (3) We will continue to monitor local views on the event. To date, we have had both positive and negative feedback and continue to work to address the concerns expressed.
- (4) This is a continuously evolving process and the lessons from each event feed into planning for the following year. The Technical Event Director for PRLS was also Technical Event Director for the Olympic road race and test events and is ensuring that lessons are learned and applied on an ongoing basis.
- (5) We do not consider it meaningful to compare Olympic events with the PRLS Classic. The priority for the first year of the PRLS was to deliver a safe and successful event. From next year, the focus will also include attracting greater spectator numbers, including by establishing the PRLS Classic as a significant event on the international cycling calendar and attracting high profile competitors.

Mrs Helyn Clack
Cabinet Member for Community Services
17 December 2013

CABINET RESPONSE TO CYCLING PETITIONS

“Surrey County Council: Stop Surrey being turned into a cycle track”

Presented by Mr Ian Huggins, Esher

“Surrey County Council: Interact and give knowledge to those you represent.”

Presented by Mr Michael Blann, Walton on Thames

RESPONSE

We welcome the helpful and constructive views that have been expressed from the two petitions and the cycling strategy consultation. Collectively, these give us incredibly useful information from which to build.

We recognise and appreciate the concerns about increased levels of cycling in Surrey and our proposed Cycling Strategy outlines a number of ways we will address this. This includes improved education and awareness on sharing the road safely, engagement with cycling clubs and event organisers and a consistent approach to enforcement. It also includes lobbying central government to amend current regulations to require notification of sportive events. Our new Framework for Coordinating and Approving Events on Surrey’s Highway will include a presumption against more than one closure of any road per year and an onus on event organisers to engage locally at the earliest stages.

We recognise that major events such as the Prudential RideLondon-Surrey 100 and Classic, have been unpopular with some people because of inconvenience on the day and lost trade to businesses on the route. But we have also heard from many people who felt that the PRLS was a wonderful event that brought people together and inspired people to cycle and get fit. In 2013 2,000 Surrey residents took part in the 100 and 10,000 have applied for a place in 2014.

I will be recommending to Cabinet today that we approve the PRLS events for a further four years as they are nationally and internationally significant and give us the opportunity to showcase Surrey as a beautiful place to visit. We will work proactively to ensure that Surrey businesses benefit from this.

I thought it would be useful to clarify the work carried out to date to engage locally to ensure that local residents and businesses are informed and supported in a timely manner.

In 2013 this included leaflets delivered to homes on and within 100 metres of the route, drop in sessions where residents could ask questions and a county wide advertising campaign on radio, bus backs, press and poster sites to make sure people were full aware of the events and their impact.

For the 2014 events the proposed route has been shared with elected representatives of the communities affected, providing them the opportunity to comment and make suggestions. Wherever possible the organisers have taken these into account and as you will hear when the report is considered by Cabinet later in this meeting, many positive changes are being proposed that will help to reduce the disruption and ensure communities and

businesses benefit from the events.

Mrs Helyn Clack
Cabinet Member for Community Services
17 December 2013

CABINET RESPONSE TO COMMUNITIES SELECT COMMITTEE

SURREY CYCLING STRATEGY

Recommendations:

- a) That the impact on, and potential benefits for, businesses in Surrey as a result of cycling events be a key element of the Strategy. In particular, staff access to businesses when events are taking place.
- b) That consideration be given to including cycling infrastructure schemes on future programmes in Operation Horizon.
- c) That the County Council be encouraged to lobby central government for a change in primary legislation so that unregulated 'sportive' events become regulated.
- d) That Parish Councils and Local Committees be involved with Surrey County Council and Surrey Boroughs and Districts when working together to develop cycling plans that reflect local priorities and issues.
- e) That paragraph 7.4 of the Cycling Strategy be amended to read 'Any additional major events would involve a road closure only when there is clear evidence that there is strong local resident and business support to do so.'

RESPONSE

I welcome the valuable discussion at the Select Committee meeting on the 28th November, and the recommendations that resulted.

I will take each of them in turn:

- a) We recognise the economic significance of cycling and have identified economic impact as an overarching objective of the strategy. We will focus on the role of cycling in tackling congestion and the potential tourism benefits from Surrey's profile as a destination for cycling. With regard to the Prudential RideLondon Surrey events, we are working with the event organisers to ensure that more is done to support businesses to manage impacts and capitalise on the day.
- b) The County Council is investing £100million over the next five years in roads maintenance. As part of this investment we will be identifying opportunities to improve cycling provision and building our internal expertise in designing provision for cycling.
- c) Whilst we welcome the increase in cycling in Surrey, we are concerned with the levels of unregulated events taking place in parts of rural Surrey. We are aware that these events can cause disruption and potentially lead to safety issues. We have committed in the Strategy to lobby central government for a change in the current regulations to require sportive organisers to notify the police and the highways authority of planned events.

- d) The strategy proposes development of local cycling plans, to reflect local needs and issues. The development of these strategies will be overseen by the local committee and we would anticipate that parish and town councils will be key stakeholders in developing the plans.
- e) This change has been made in the strategy.

Mrs Helyn Clack
Cabinet Member for Community Services
17 December 2013