



Agenda and Reports

for the meeting of

**THE COUNTY COUNCIL**

to be held on

**10 DECEMBER 2013**

County Hall  
Kingston upon Thames  
Surrey

29 November 2013

TO THE MEMBERS OF SURREY COUNTY COUNCIL

## SUMMONS TO MEETING

You are hereby summoned to attend the meeting of the Council to be held in the Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN, on Tuesday, 10 December 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. Rev. Chris Luckraft, St John's Church, Merrow 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](mailto: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  
- 16)

To confirm the minutes of the meeting of the Council held on 15 October 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**

The Chairman to report.

**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**

(Pages  
17 - 18)

The Leader to make a statement.

To report the changes to the Cabinet Associates.

There will be an opportunity for Members to ask questions.

**6 SURREY COUNTY COUNCIL PROGRESS REPORT: JULY -  
DECEMBER 2013**

(Pages  
19 - 44)

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

(iii)

## 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 4 December 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 9 December 2013).***

## 9 ORIGINAL MOTIONS

### Item 9(i)

**Mr Robert Evans (Stanwell and Stanwell Moor) to move under Standing Order 11 as follows:**

'This council recognises the huge contribution made to the County by its employees.

Members are therefore concerned to learn that the Council retains over 6000 people on 'zero hours contracts' and resolves to end this practice.

Furthermore the Council recognises that the cost of living in Kingston and Surrey is one of the highest in the country. The Council notes that the Mayor of London, Boris Johnson has stated that 'paying the London living wage is not only morally right, but makes good business sense' and that he has called for an updated figure of £8.80 an hour.

This Council, therefore, resolves that the London Living Wage should be the minimum paid to any person, directly or indirectly employed by Surrey County Council.'

### Item 9(ii)

**Mr Stephen Cooksey (Dorking South and the Holmwoods) to move under Standing Order 11 as follows:**

'This council notes:

- a) the current consultation on Surrey County Council's Home to School Transport Policy, the stated intention of which in advance was that "Surrey County Council is not proposing any change to its home to school transport policy for 2015."

and

b) concerns by Surrey residents including:

- i) the discouragement that the present system gives to parents returning to full time work, given the Coalition Government's focus on getting people off benefits and into work. At present if parents cease to receive maximum Working Tax Credit or a child ceases to qualify for free school meals, Home to School Transport stops immediately.
- ii) the difficulties in obtaining school transport by children living in rural parts of Surrey, especially for pupils wanting to go to their nearest school within the Borough or District where they live, where there are community ties, but who live close to Borough or District or County boundaries.
- iii) the difficulties caused by the nearest school to a child's home being denominational when a child is of a different religion.
- iv) people being denied free Home to School Transport when the shortest practical route is far longer than the distances used under the qualifying criteria because there are major physical obstacles (such as railway lines, major roads and reservoirs).
- v) the difficulties caused to children who live more than 3 miles from any school but who are denied free transport to the parent's school of choice because the parents have not opted for the nearest school.
- vi) the difficulties caused when a child does not live in a school's catchment area, even though it is their nearest school.

Council calls for a Members' Start and Finish Task Group to be established to assess the findings of the consultation, the concerns above and any other relevant concerns with the aim of reaching recommendations to resolve as many of the concerns as possible and report back to the Children & Education Select Committee.'

**Item 9(iii)**

**Mr Ian Beardsmore (Sunbury Common and Ashford Common) to move under Standing Order 11 as follows:**

'This Council agrees to re-establish a Surrey-wide Youth Council at Surrey County Council to include representatives of young people from all eleven Boroughs and Districts in order to:

- (a) give Surrey young people the opportunity to debate and influence the County Council's policies.

and

- (b) to enable Surrey young people to be represented on the national Youth Parliament.'

**Item 9(iv)**

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

'Noting the start of the badger cull in Somerset and Gloucestershire and the possibility that DEFRA may roll out the badger cull across the rest of the UK, Council agrees not to allow the badger cull to take place on any of its county owned land, given that the science is not proven nor conclusive that a cull of badgers is the answer to eradicating Bovine TB from the countryside.

Council agrees that more research should be undertaken by Government and the scientific community to find more effective and cheaper vaccinations for badgers and cattle to help eradicate this disease from the countryside.'

**Item 9(v)**

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

'This Council fully supports the successful launch of its recent apprenticeship programme in helping the County's young people get a foot in the world of work but recognises that there is much still to be done.

The Council therefore calls on all Members to discuss and encourage the setting up of apprenticeships with their local businesses, Districts, Boroughs, Parishes and relevant partners.'

**10 REPORT OF THE CABINET**

(Pages  
45 - 64)

To receive the report of the meeting of the Cabinet held on 22 and 30 October and 26 November 2013 and to agree one recommendation in respect of:

Youth Justice Strategic Plan

**11 REPORT OF THE PLANNING AND REGULATORY COMMITTEE**

(Pages  
65 - 66)

To receive the report from the Planning and Regulatory Committee, which includes a recommendation to Council following revisions to the Scheme of Delegation.

**12 AMENDMENTS TO THE SCHEME OF DELEGATION**

(Pages  
67 - 70)

To agree amendments to the Scheme of Delegation consequential on recent legislative changes.

**13 MINUTES OF THE MEETINGS OF THE CABINET**

(Pages  
71 - 94)

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 9 December 2013.

**MOBILE TECHNOLOGY – ACCEPTABLE USE**

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

It is requested that all other mobile devices (mobile phones, BlackBerries, etc) be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

*Thank you for your co-operation*

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COUNTY COUNCILCOUNCIL MEETING - 15 OCTOBER 2013

**MINUTES** of the meeting of the Council held at the Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN on 15 October 2013 commencing at 10.30 am, the Council being constituted as follows:

David Munro (Chairman)  
Sally Marks (Vice-Chairman)

Mary Angell	David Ivison
W D Barker OBE	Daniel Jenkins
Nikki Barton	George Johnson
Ian Beardsmore	Linda Kemeny
John Beckett	Colin Kemp
Mike Bennison	Eber Kington
Liz Bowes	Rachael I Lake
Natalie Bramhall	Stella Lallement
Mark Brett-Warburton	Yvonna Lay
Ben Carasco	Denise Le Gal
Bill Chapman	Mary Lewis
Helyn Clack	Christian Mahne
Carol Coleman	Ernest Mallett MBE
Stephen Cooksey	Peter Martin
Steve Cossier	Jan Mason
Clare Curran	Marsha Moseley
Graham Ellwood	Tina Mountain
Jonathan Essex	Christopher Norman
Robert Evans	John Orrick
Tim Evans	Adrian Page
Mel Few	Chris Pitt
Will Forster	Dorothy Ross-Tomlin
Pat Frost	Denise Saliagopoulos
Denis Fuller	Tony Samuels
John Furey	Pauline Searle
Bob Gardner	Stuart Selleck
Mike Goodman	Nick Skellett CBE
David Goodwin	Michael Sydney
Michael Gosling	Keith Taylor
Zully Grant-Duff	Barbara Thomson
Ken Gulati	Chris Townsend
Tim Hall	Richard Walsh
Kay Hammond	Hazel Watson
David Harmer	Fiona White
Nick Harrison	Richard Wilson
Marisa Heath	Helena Windsor
Peter Hickman	Keith Witham
Margaret Hicks	Alan Young
David Hodge	Victoria Young
Saj Hussain	

\*

\*absent

### **63/13 APOLOGIES FOR ABSENCE [Item 1]**

Apologies for absence were received from Mr Witham.

### **64/13 MINUTES [Item 2]**

Mr Essex requested the deletion of the last two bullet points, in relation to Item 9(ii) – the amendment moved by him to the original motion standing in the name of Mr Martin.

The minutes of the County Council held on 16 July 2013, as amended, were submitted, confirmed and signed.

### **65/13 CHAIRMAN'S ANNOUNCEMENTS [Item 3]**

The Chairman made the following announcements:

- On 18 July, he was proud to attend the summer party at the Runnymede Centre for Surrey's Looked after Children, their carers, foster parents and Surrey staff.
- On 3 September, he had met with the Walton Bridge 'workers'. Also, he was pleased to announce that, at this year's Annual Highway Award Ceremony, Walton Bridge had won the UK Major Project of the Year.
- Congratulations to Linda Kemeny who had recently got married.
- The lunchtime speaker was Simon Morris, Headteacher of Esher High School.

### **66/13 DECLARATIONS OF INTEREST [Item 4]**

There were none.

### **67/13 LEADER'S STATEMENT [Item 5]**

The Leader made a statement. A copy of his statement is attached as Appendix A.

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

- The resurfacing of many roads across Surrey was welcomed but he was asked what steps were in place to improve Surrey's pavements for pedestrians.
- Praise for the work of the Environment and Transport Select Committee's Winter Service Task Group which was on-going and an excellent example of cross party working.
- Congratulations to Lucie Glenday and her team and also to BT, for achieving 30 September 2013 targets in relation to Superfast Broadband.

### **68/13 MEMBERS' QUESTION TIME [Item 6]**

Notice of 18 questions had been received. The questions and replies are attached as Appendix B.

A number of supplementary questions were asked and a summary of the main points is set out below.

**(Q2) Mrs White** asked the Cabinet Member for Adult Social Care if he agreed that there had been too many occasions where the Budget agreed for Adult Social Care had not been realistic and then relied on one-off savings to keep the expenditure within budget. The Cabinet Member responded by stating that this year, three Rapid Improvement Events had taken place in the Adult Social Care service and they have made a substantial contribution to the current year's savings and contributed to the overall savings of approximately £105m, which would be achieved by the end of this financial year. He confirmed that a realistic budget had been set for 2013/14 and that the service continued to focus on being efficient.

**(Q3) Mr Cooksey** asked the Cabinet Member for Transport, Highways and Environment when the 72 Vehicle Activated Signs (VAS) currently out of action would be working. **Mrs Frost** also asked the Cabinet Member what was the length of time, from when a broken sign was reported, to repair it and **Dr Grant-Duff** asked him to comment on how the repairs to VAS were prioritised. The Cabinet Member confirmed that the signs were being repaired but it was the decision of local committees to prioritise them. Referring to the query about the time taken, he said that he would respond outside the meeting.

**(Q4) Mr Ellwood** was concerned that the new measures were 'voluntary' and sought reassurance from the Cabinet Member for Transport, Highways and Environment that the new tenants would not be permitted to work outside working hours. The Cabinet Member said that the county was not in a position to influence Guildford Borough Council's decision, however, the county council had consulted with residents and he hoped that good working practices would prevail.

**(Q5) Mr Robert Evans** referred to the proposal to reduce the number of fire engines in Spelthorne from two to one and asked the Cabinet Member for Community Services what were the positives for his residents. **Mrs Saliagopoulos** said that there was cross border cover available in the Spelthorne area. She also asked the Cabinet Member to confirm that the proposals for fire cover in this area were still out for consultation. The Cabinet Associate for Fire and Police Services responded and confirmed that the proposals were still out for consultation and local communities had contributed to it. She also stressed the importance of looking at the fire cover for the whole county and that, should the proposals be agreed, the response time would still be within the agreed standard for the whole county. She reiterated the importance of working within budget and that Surrey Fire and Rescue Service had invested heavily in the right equipment for any future changes.

**(Q6)** Several Members expressed concern about the road closures in place for the cycle race on 4 August. **Mr Barker** mentioned a specific case in his division whereby an ambulance had been stopped from attending an emergency call to an elderly lady. **Mr Beardsmore** expressed concern about the length of time that roads were closed. **Mrs Watson** referred to a resident in her area that needed urgent hospital treatment and asked what action would be taken at future events to ensure health and safety was paramount. **Mrs Frost** asked whether the lessons learnt from the cycle race would be taken into account as part of the Cycling Strategy consultation.

The Cabinet Member for Community Services agreed to investigate details of specific cases mentioned and asked Members to send her details. She said that the cycle race was a new event in which 2000 Surrey residents had taken part. She confirmed that the county council had worked together with the emergency services

to ensure that they were placed appropriately. However, lessons learnt from this year's event would be taken on board and used to improve next year's cycle race.

**(Also, Q6) Mr Young** asked the Cabinet Member if she was aware that there had been extensive consultation with the parish councils and the Mayor of London's office in relation to the RideLondon Surrey route and **Mr Hodge** asked her how many people had registered for next year's event and from this year's event, how much money had been raised for charity. The Cabinet Member confirmed to Mr Young that she was aware of the consultation and in response to Mr Hodge, she said that approximately £3.5m had been raised for charity and 80,000 people had registered for next year's event.

**(Q7) Mrs Watson** did not consider that her question had been answered and asked the Cabinet Member for Community Services who at the county council had made the decision that the Prudential RideLondon Surrey classic event would take place in Surrey for 5 years from 2013. **Mr Hall** also considered that any evaluation of the event should be conducted independently and not by the event organisers. He also invited the Cabinet Member to view next year's event in his division. The Cabinet Member said that she would respond to Mrs Watson outside the meeting and that she would raise the point made by Mr Hall with the event organisers. Finally, she said that many Members from all parties had supported the event and it was important to have a balanced view. However, she acknowledged that the County Council needed to work with its partners to minimise disruption.

**(Q8) Mr Orrick** asked the Cabinet Member for Community Services when the four remaining libraries would become Community Partnered Libraries (CPLs). Mr Hodge also asked the Cabinet Member to comment on the volunteers' role and whether the Council had opened any other libraries. She confirmed that the transfer of the four remaining libraries was 'work in progress'. In response to the other questions, she confirmed that there had been a positive response to the volunteers and that following the establishment of a micro library in Shere, a second one was about to open in Beare Green.

**(Q9) Mr Mallett** disagreed with some points of the response. The Cabinet Member for Adult Social Care requested that he put his queries in writing and he would provide a response outside the meeting.

**(Q10) Mr Jenkins** said that the response had not identified specific measures for improvement and posed his question again to the Cabinet Member for Community Services. **Mrs Bowes** asked the Cabinet Member if she agreed that, as had happened in her division, many residents had celebrated the event and thought it was a positive experience. **Mr Martin** also considered that the extensive press coverage was good publicity and beneficial for Surrey's tourism. **Mr Townsend** asked the Cabinet Member to confirm whether the route for the RideLondon Surrey Cycle event would remain the same in future years. She informed him that consultation was ongoing and would finish at the end of October, however, she was keen to deliver future events safely and to consider the needs of communities and businesses. Finally, she said that it was the event organiser who applied for the route and that those Members whose divisions were on the proposed route were aware of it.

As set out in Standing Orders, question time was limited to 45 minutes. This time limit was reached after question 11 and Members were advised that written responses had been tabled for all questions and if they had any supplementary

questions, they were invited to contact the relevant Cabinet Member outside the meeting.

### **69/13 STATEMENTS BY MEMBERS [Item 7]**

There were no statements by Members.

### **70/13 ORIGINAL MOTIONS [Item 8]**

#### **ITEM 8(i)**

Under Standing Order 12.3, the Council agreed to debate this motion.

Under Standing Order 12.1, Mrs Fiona White moved the motion which was:

‘National figures announced by the Coalition Government have brought welcome news on the large number of “Troubled Families” being turned around by councils across the country.

Troubled families are those that have problems and cause problems to the community around them, putting high costs on the public sector. Government funding is provided to help turn round troubled families.

The scheme, aims to:

- get children back into school
- reduce youth crime and anti-social behaviour
- put adults on a path back to work
- reduce the high costs these families place on the public sector each year.

This is achieved by:

- joining up local services
- dealing with each family’s problems as a whole rather than responding to each problem, or person, separately
- appointing a single key worker to get to grips with the family’s problems and work intensively with them to change their lives for the better for the long term
- using a mix of methods that support families and challenge poor behaviour

Nationally, out of 118,000 families, 14,000 had been turned around by the end of July 2013, a 12% success rate.

Council notes that the Leader announced on his taking office that the County’s children are his number one priority. Council further notes that in Surrey, out of 1,000 families, only 12 had been turned around in the same period, a success rate of only 1.2%.

Council requests the Chairmen of the Adult Social Care and Children & Education Select Committees to convene a joint meeting to scrutinise reports from officers as to why Surrey is underachieving by a factor of 10 below the national average and to make recommendations to Cabinet as to how a rapid turnaround in performance in this crucial area of the Council’s business can be achieved.’

The motion was formally seconded by Mrs Lallement.

Mrs White said that:

- She was disappointed with the County Council's performance in turning around such a small number of troubled families and gave the statistics for surrounding counties, which were all better than Surrey County Council.
- The Lib Dems believed in creating a fairer society.
- Children who did not have family support struggled to achieve.
- The impact of 'troubled families' on local communities and their anti-social behaviour was an issue.
- The adults often claimed unemployment benefit and the cost of troubled families mounted up.
- Health issues were sometimes an issue.
- The failure to recognise the issues was letting the troubled families down.
- She was in contact with the family support unit in Guildford.
- The Council should agree to her request for a joint meeting of the Adult Social Care and Children & Education Select Committees to consider these issues so that they could make recommendations to improve the outcomes for these families.

Mrs Angell responded and made the following points:

- That in Surrey, the word 'troubled' was not used, it was called the Family Support Programme.
- The figures quoted by Mrs White were inaccurate and the figure of 12 families mentioned in the motion referred to the number of families involved in the pilot programme. From October 2013, 794 families were on the Surrey programme, which had achieved a 40% success rate to date.
- Senior civil servants had visited the County Council in June and their feedback on the Family Support Programme was that the council was a leading authority in this area.
- Officers working in this area were supporting the national programme.
- The Family Support Programme was subject to rigorous scrutiny - the Children and Education Select Committee had received a report on this programme at its meeting on 19 September 2013.
- A report on Public Service Transformation would be considered by Cabinet on 22 October 2013 – this included the outline business case for Surrey's Family Support Programme.
- She did not agree with the request for a joint meeting of the relevant select committees.

Seven Members spoke on the motion, with the following points being made:

- The programme was being delivered in partnership with Boroughs and Districts.
- Each family on the programme had an individual plan.
- Cross County support was now available for the Family Support Programme.
- It was wrong to play politics with children's lives.
- There was a continued drive to transform public services in Surrey.
- Concern about the accuracy of data used in the original motion.
- Reports on this programme had also been to the Council Overview and Scrutiny Committee, as well as to the Children and Families Select Committee and the select committee had supported the progress made and considered that it was a well-delivered programme.

- More help was needed for troubled families in Spelthorne.
- A reference to a letter received from Government, in relation to the Council's partnership work with Boroughs and Districts, and that this 2-tier council had made real progress towards a one team approach.
- That, when challenged, statistics were often misleading and that other counties had turned around more troubled families.
- That the troubled families funding had been made available by the Coalition Government and this Council must put this issue at the top of its agenda.

After the debate, the motion was put to the vote with 12 Members voting for it. There were 2 abstentions and the remaining Members voted against it and therefore the motion was lost.

### **ITEM 8(ii)**

Under Standing Order 12.3, the Council agreed to debate this motion.

Under Standing Order 12.1, Mrs Hazel Watson moved the motion which was:

‘Council notes that:

1. The County Council appears to be implementing policies on the use of social media and filming in Council, Cabinet, Select Committees and Local Committees even though no policies have been approved by Members. Policies which should be promoting openness and transparency have not been set in an open and transparent way.
2. Legislation [S.I 2012 No. 2089 The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012] and guidance by the DCLG have been issued on the role of social media and filming to promote openness and transparency in decision making.
3. The policies being applied by Surrey County Council place unnecessary obstructions to the use of social media and filming. For example, limiting the use of social media in meetings to breaks in business at the end of items and requiring written applications to film meetings.

Council agrees that:

- a) the use of social media and the filming of meetings shall be permitted at all times, without written permission, in the public part of meetings provided it does not disturb the business of the meeting and there is sufficient space.
- b) it will follow the spirit of recent legislation and guidance in ensuring openness and transparency in decision making and scrutiny of decisions.’

The motion was formally seconded by Mr Forster.

Mrs Watson referred to guidance issued by the Department for Communities and Local Government, in relation to social media and filming in meetings and said that the County Council had an inconsistent approach to the publication of guidance on its committees' agendas. She believed that requests for filming meetings should be an administrative rather than a political decision and that Council policy needed changing. She urged all Members to support her motion.

Ms Le Gal moved an amendment at the meeting (formally seconded by Mrs Frost), which was to delete points 1-3 and (b) of the original motion and amend (a) as follows (additional words underlined and deletions crossed through):

Council agrees that:

- a) the use of social media and the filming of meetings shall be permitted at all times, ~~without written permission~~ with the Chairman's consent obtained in advance of the meeting, in the public part of meetings provided it does not disturb the business of the meeting and there is sufficient space.

Ms Le Gal made the following points:

- That the County Council was open and transparent which was why her amendment had removed the political points.
- The Chairmen were in charge of meetings and therefore his / her consent was required. This was particularly relevant for local committee meetings because they were held at various venues.
- Committee meetings were meetings held in public and not public meetings.

Eleven Members spoke on the amendment, with the following points being made:

- A request that school governors be asked to replicate this guidance at their meetings, if possible.
- Concern that the Chairman may not be fully in control of the meeting if use of social media, such as Twitter, was permitted.
- The Chairman was in control of the meeting and therefore, it was reasonable to obtain their consent.
- The Chairman was answerable to the public.
- Agreed that social media guidance needed clarification but the amendment went too far in the other direction.
- A request that the Epsom and Ewell Local Committee could determine their own guidance if they wished.
- Removing the words 'without written permission' adhered to the legislation.
- Openness and transparency were important.
- That the amendment was more restrictive than the original motion.

The amendment was put to the vote with 51 Members voting for and 20 Members voting against it. There were no abstentions.

Therefore the amendment was carried and became the substantive motion. Members then voted on the substantive motion, which was agreed and therefore, it was:

#### **RESOLVED:**

That the use of social media and the filming of meetings shall be permitted at all times, with the Chairman's consent obtained in advance of the meeting, in the public part of meetings provided it does not disturb the business of the meeting and there is sufficient space.

#### **ADJOURNMENT**

The meeting adjourned for lunch at 12.55pm and resumed at 2.15pm with all those present who had been in attendance in the morning session except for Mrs Barton,

Mr Ellwood, Mr Fuller, Mr Hall, Dr Grant-Duff, Mrs Hicks, Mrs Lallement, Mrs Lay, Mrs Moseley, Mr Sydney, Mr Young and Mrs Young.

### ITEM 8(iii)

Under Standing Order 12.3, the Council agreed to debate this motion.

Under Standing Order 12.1, Mr Robert Evans moved the motion which was:

'This Council opposes moves to erase Stanwell Moor from the map of Surrey'

The motion was formally seconded by Mr Jenkins.

Prior to the start of the debate on this motion, the Leader of the Council raised a point of order because he considered that the Council had debated a motion on airports in July and therefore, the council should not debate another motion on this topic within six months. The Chairman informed Members that he had taken advice and the motion had been ruled in order because it was sufficiently different from the motion debated in July.

In support of his motion, Mr Robert Evans, made the following points:

- That at the last Council meeting, he had voted in favour of the motion relating to Heathrow and Gatwick. However, since then the Davies Commission had reported, setting out several proposals for Heathrow, including a south west option which would have a direct impact on 850 homes in Stanwell Moor.
- Concern about the health of residents and that Stanwell would become a 'dead-end' village if this proposal went ahead.
- Further increased traffic movement.
- Consideration of other options such as better use of capacity at Heathrow and re-routing holiday flights to other airports.
- Unlike many European airports, Heathrow was situated in an urban area.
- That the County Council had a responsibility to its residents.

Mr Furey moved an amendment at the meeting (formally seconded by Mr Martin), which was (additional words underlined and deletions crossed through):

'This Council ~~opposes moves to erase~~ recognises the concerns of the residents of Stanwell Moor from the map of Surrey about proposals for the expansion of Heathrow and calls on the Davies Commission to end the uncertainty for them as soon as possible.'

Mr Furey reminded Members what had been agreed at the Council meeting in July – that the Council recognised the crucial roles of both airports in Surrey and that this authority would look closely at the impact of any expansion.

He also made the following points:

- Thousands of Surrey residents worked at the airport.
- 58 schemes had been submitted to the Davies Commission and until its interim draft report was published in December 2013, it was impossible to comment on specific proposals.

- If the south west option was included in the proposals, the County Council would be a consultee.
- That he considered that the amendment reflected the concerns of Stanwell Moor residents and he urged the Davies Commission to end the uncertainty as soon as possible.

Nine Members spoke on the amendment, with the following points being made:

- That the amendment was patronising and insulting.
- Two well attended public meetings had taken place in the area and that an invite to a future public meeting was extended to the Cabinet Member for Transport, Highways and the Environment.
- Concern that the community would be split.
- The importance of time limitation for noise issues.
- The amendment abdicated responsibility and the Council should be concerned about planning issues for both Heathrow and Gatwick.
- Uncertainty was a big issue.
- Current Council policy supported no further expansion at Heathrow or Gatwick and it was better to wait until the interim report before taking further action.
- The amendment proposed a more measured way to express concern.
- It was preferable for the Davies Commission to end uncertainty and it was hoped that the south west option would not be shortlisted but if it was, there would be several issues to consider, such as the environmental impact, mitigation and compensation options.

The amendment was put to the vote with 43 Members voting for and 19 Members voting against it. There were 2 abstentions.

Therefore, the amendment was carried and became the substantive motion. Members then voted on the substantive motion, which was agreed and therefore, it was:

**RESOLVED:**

That this Council recognises the concerns of the residents of Stanwell Moor about proposals for the expansion of Heathrow and calls on the Davies Commission to end the uncertainty for them as soon as possible.

**ITEM 8(iv)**

Under Standing Order 12.3, the Council agreed to debate this motion.

The Chairman advised Members who had asked for guidance about participating in this debate, if they were members of the planning committee, that they could participate fully in the debate and subsequent vote and that this would not preclude them from any future planning decision provided they maintained an open mind when hearing those applications.

Under Standing Order 12.1, Mr Jonathan Essex moved the motion which was:

## ‘Hydraulic Fracturing (Fracking) of Shale Type Rock

Surrey County Council notes that:

1. New sources of energy supply that involve controversial technologies and methods should be subject to careful scrutiny and regulation. One such process is Hydraulic Fracturing (Fracking) of shale type rock to release entrapped gas in commercial quantities.
2. Unfortunately there are no specific onshore exploration or extraction regulations for natural gas and the offshore regulations developed in the 1990s are not sufficient to address all the issues that arise from moving the process onshore, such as in the heavily populated and unspoilt environment of Surrey.

In particular, large amounts of water needed for hydraulic fracturing to extract shale gas (as well as the well-documented risk of groundwater contamination as a result of fracking where well integrity has been compromised) would put further pressure on limited water supplies in Surrey, and may put residents and local agriculture at risk;

Surrey County Council shall:

- (i) Review whether any economic benefits for Fracking would not be outweighed by costs to others sectors such as tourism; and
- ii) Call on the Secretary of State for Energy and Climate Change to introduce Industry Specific regulation of hydraulic fracturing for the UK shale gas industry, as there are still no specific onshore exploration or extraction regulations for natural gas (and the offshore regulations developed in the 1990s are not sufficient to address all the issues that arise from moving the process onshore).’

The motion was formally seconded by Mr Beardsmore.

In support of his motion, Mr Essex made the following points:

- Concern about fracking, both from an engineering point of view and on environmental grounds.
- That the volumes of water needed for hydraulic fracking was huge and pollution was inevitable.
- Reference to the minor earthquake caused by fracking in Lancashire.
- Industrialisation of Surrey’s countryside – with piping across it and additional lorries.
- Licences have been approved for ‘pilot’ exploration in several areas of Surrey.
- This motion asks for the benefits of fracking to be reviewed and better regulation, for this industry, be introduced by Government.
- A greater understanding of the impact so that the Council was more in control of Surrey’s countryside.

Five Members spoke on the motion, with the following points being made:

- Fracking was still in its infancy.
- Acknowledgement that it was of interest to residents and that a 'questions / answers' webpage would be kept up to date.
- The Government was encouraging exploration and that residents should be reassured that this country had some of the most stringent environment and safety regulations in the world, which were monitored by the Health and Safety Executive.
- Policies were in place and the County Council was a Mineral Planning Authority.
- Uncertainty on how much shale gas exists.
- The Department of Environment had published a balanced report on fracking in July.
- Surrey was rich in natural resources and any planning application would be subject to rigorous scrutiny.
- A licence to explore near Egham had been granted.
- This motion requested a review on whether the benefits of fracking outweighed the disadvantages.
- Proper regulation was required.
- This country was known for going forward and exploration.
- Concern re. the water resource required and that there were too many unanswered questions.
- The Cabinet Member for Transport, Highways and Environment referred to the Shale Gas 'questions and answers' on the Surrey County Council website which could answer many Members' questions and will be updated as required to take account of the latest information.

The motion was put to the vote with 16 Members voting for and 40 Members voting against it. There were 3 abstentions.

Therefore, the motion was lost.

## **71/13 REPORT OF THE CABINET [Item 9]**

The Leader presented the reports of the Cabinet meetings held on 23 July and 24 September 2013.

### **(1) Statements / Updates from Cabinet Members**

Services for Young People transforms the lives of Surrey Young People – the Cabinet Member for Schools and Learning tabled a statement (Appendix C)

### **(2) Recommendations on Policy Framework Documents**

#### **A Revision of Procurement Standing Orders**

An amended table 3.1.1, which included a footnote to explain the distinction between Cabinet and Cabinet Member decisions and replaced the table included in the agenda, was tabled.

**RESOLVED:**

That the proposed changes to Procurement Standing Orders, as amended, be agreed.

**(3) Reports for Information / Discussion**

The following reports were received and noted:

- Investment Strategy
- Public Service Transformation
- Surrey Rail Strategy
- Quarterly Report on Decisions taken under Special Urgency Arrangements: 1 July 2013 – 30 September 2013

**RESOLVED:**

That the report of the meetings of the Cabinet held on 23 July and 24 September 2013 be adopted.

**72/13 REPORT OF THE AUDIT AND GOVERNANCE COMMITTEE [Item 10]**

The Chairman of the Audit and Governance Committee introduced the report from the Audit and Governance Committee and highlighted the key points relating to the Risk Management Policy and the Code of Corporate Governance.

**A RISK MANAGEMENT ANNUAL REPORT**

**RESOLVED:**

That the Risk Management Policy, as set out in Annex A of the submitted report, be approved for inclusion in the Constitution.

**B CODE OF CORPORATE GOVERNANCE**

**RESOLVED:**

That the updated Code of Corporate Governance, as set out in Annex B of the submitted report, be approved for inclusion in the Constitution.

**73/13 SURREY PAY POLICY STATEMENT 2013 / 2014 [Item 11]**

Mr Hodge, as Chairman of the People, Performance and Development Committee introduced this committee's report and said that the purpose of the report was to give the committee flexibility to consider salary progression for individual senior members of staff exceptionally. It should be considered in conjunction with the report from the Head of Human Resources and Organisational Development recommending an amendment to the pay policy and the report from the Head of Legal and Democratic Services which set out the necessary changes to the Scheme of Delegation.

**RESOLVED:**

- (1) That the following amendment to the Surrey Pay Policy Statement 2013-2014 be agreed (additional text in italics):

**Surrey Pay**

The council's total reward strategy is based on the local negotiation of "single status" Surrey Pay terms and conditions of service. This means that the majority of staff are on consistent terms and conditions of services, except for teachers and fire fighters. Pay, including terms and conditions, is reviewed annually with any changes agreed by the PPDC normally made with effect from 1 April. The council recognises two trades unions, the GMB and UNISON, for the purposes of negotiating Surrey Pay. *Salary progression for individual members of staff may be awarded exceptionally during the current period of pay restraint and must be approved by the PPDC for all staff on senior pay or by the appropriate head of service and the Head of HR&OD for staff on salaries below senior pay.*

- (2) That the terms of reference for the People, Performance and Development Committee be amended, to include *"To determine pay progression for individual staff on senior pay in accordance with the Pay Policy Statement."*
- (3) That the scheme of delegation to officers be amended to include the following:

TITLE OF POSTHOLDER	FUNCTIONS DELEGATED
Head of HR &OD with relevant Head of Service	To determine pay progression for individual for individual Officers who are not on senior pay in accordance with the Pay Policy Statement.

**74/13 INTERIM REPORT OF THE INDEPENDENT REMUNERATION PANEL [Item 12]**

The Leader of the Council informed Members that this recommendation from the Independent Remuneration Panel was for an exceptional one-off payment for Cabinet Associates. He also requested that the word 'each' should be inserted prior to 'Cabinet Associate with immediate effect'

Mrs Watson moved an amendment, which was to add an additional recommendation to that proposed by the Independent Remuneration Panel. This amendment was formally seconded by Mrs White.

The additional recommendation was:

'As the appointment of Cabinet Associates is a redistribution of the workload of the relevant Cabinet Member, a deduction of £5,000 shall be made from the special Responsibility allowance of the relevant Cabinet Member; thus ensuring the Cabinet and Cabinet Associates remain cost neutral in the current period of pay restraint.'

Mrs Watson said that she considered that the creation of Cabinet Associate roles was unnecessary because, in her view, the workload of Cabinet Members had not increased. Also, there were a significant number of Conservative councillors with Special Responsibility Allowances, with Surrey council taxpayers footing the bill.

Nine Members spoke on the amendment, with the following points being made:

- That the balance of the Cabinet portfolios was unequal.
- Concern about the budget and which budget would fund the immediate payments.
- Merging the two children's select committees from the previous council into one Children and Education Select Committee had given this select committee a very large workload.
- Comparing with other local authorities, the allowances paid to Surrey's Cabinet Members was at the lower end of the spectrum.
- The workload of Cabinet Members was increasing and the role of the Cabinet Associates was to assist the Cabinet Member, it was not a job share.
- Increases proposed by the Independent Remuneration Panel to Members' Allowances over the last few years, had often been rejected.
- Cabinet Members were 'value for money' – they had responsibility for large budgets.
- Concern expressed that these additional posts would increase the cost of Members' Allowances, at a time when some residents were finding it difficult to meet their bills.
- It was the role of select committee chairmen to hold the Cabinet to account.
- That this change increased the overall number of special responsibility posts for Cabinet and Cabinet Associates so that this now exceeds that for scrutiny of the Cabinet for the first time.

Mrs Watson requested a recorded vote on the amendment and 10 Members stood in support of this request.

The following Members voted for the amendment:

Mr Beardsmore, Mr Beckett, Mr Cooksey, Mr Essex, Mr Robert Evans, Mr Forster, Mr Goodwin, Mr Harrison, Mr Hickman, Mr Jenkins, Mr Johnson, Mr Kington, Mrs Mason, Mr Orrick, Mrs Searle, Mrs Selleck, Mr Townsend, Mrs Watson, Mrs White, Mrs Windsor

The following Members voted against the amendment:

Mrs Angell, Ms Bowes, Mr Brett-Warburton, Mr Carasco, Mrs Clack, Mrs Curran, Mr Tim Evans, Mrs Frost, Mr Furey, Mr Gardner, Mr Goodman, Mr Gulati, Mrs Hammond, Mr Harmer, Miss Heath, Mr Hodge, Mr Kemp, Mrs Lake, Ms Le Gal, Mrs Lewis, Mr Mahne, Mr Mallett, Mrs Marks, Mr Martin, Mr Munro, Mr Norman, Mr Page, Mr Pitt, Mrs Saligopoulos, Mr Skellett, Mr Taylor, Ms Thomson, Mr Walsh and Mr Wilson

There were three abstentions:

Mr Barker, Mrs Bramhall and Mrs Coleman

Therefore, the amendment to the recommendation was lost.

Returning to the original recommendation:

Mr Kington spoke and said that the creation of Cabinet Associates was a 'blank cheque' policy because there was no limit specified for the number of Cabinet Associates. He urged Members to vote against the recommendation.

Mrs Frost referred to the final report of the Independent Remuneration Panel, which was scheduled to be considered at the County Council meeting in March 2014 and requested that the Panel reviewed the responsibility allowances for the local committees' Chairmen and Vice-Chairmen in the light of the additional responsibilities now devolved to these committees.

The recommendation was put to the vote with 28 Members voting for and 20 Members voting against it. There were 2 abstentions. Therefore it was:

**RESOLVED:**

That, without prejudice to any recommendations to be made by the Independent Remuneration Panel in its final report in March 2014, an exceptional one-off payment of £5,000 for the financial year 2013/2014 be made to each Cabinet Associate with immediate effect.

**75/13 MINUTES OF THE MEETINGS OF THE CABINET [Item 13]**

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: 4.15pm]

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**Chairman**

**CHANGES TO THE CABINET/CABINET ASSOCIATES**

Under Article 6, paragraph 6.04, the Leader may designate Members as Cabinet Associates and any such designations are then reported to the next meeting of the Council.

On 6 November 2013, the Leader designated Mike Goodman as a Cabinet Associate, replacing Marisa Heath as the Cabinet Associate for Environmental Services.

**Rachel Crossley**  
**Democratic Services Lead Manager**

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## LEADER REPORT TO COUNCIL

### SURREY COUNTY COUNCIL PROGRESS REPORT JULY – DECEMBER 2013

#### KEY ISSUE/DECISION:

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

#### BACKGROUND:

1. This is the ninth of the Chief Executive's six-monthly reports to Members but the first to the current Council. It provides an **overview of the Council's progress** over the past six months and the challenges ahead.
2. I regularly meet staff and residents and see the wide range of important work the Council does and the **positive impact it has on people's lives**. This report brings together these examples and confirms that **the Council has continued to perform strongly**.
3. There is no doubt that the challenges ahead will continue to get tougher. Rapidly **rising demands for services** - along with Government funding and policy changes - mean we have to accelerate our efforts to find new and better approaches, while maintaining our critical day to day responsibilities.
4. The Corporate Strategy approved by Council in July is called *Confident in Our Future*. **Despite the challenges ahead I remain confident**. Our work to date has put us in a strong position.
5. The Council has **set a strategic direction for the next four years** and progress is already being made on our key goals for residents. Our track record of improvement means we now have a stronger voice at a regional and national level and can **argue the case for Surrey and its residents**. And we have continued to work more closely and effectively as **one team with residents and partners**.
6. Over the coming months we must remain true to our strategy, stay focussed on **our goals for residents** and further strengthen our one team approach. We also need to continue to **learn and improve** when we do not get things right.
7. Amidst the difficult challenges there are **exciting opportunities ahead** for the Council and the county. I look forward to working with all Members over the coming months to realise these opportunities and ensure we continue to improve services and value for residents.

## **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.

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David Hodge, Leader of the Council, 020 8541 8003

### **Sources/background papers:**

*Confident in our Future*, Corporate Strategy 2013-18, report to Council 16 July 2013

## CHIEF EXECUTIVE'S PROGRESS REPORT JULY - DECEMBER 2013

### Introduction

1. This is the ninth of my half yearly progress reports to Members but the first to the current Council. I am again using it to provide an overview of progress over the last six months and the challenges that lie ahead.
2. The **overview section** (p1-11) 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 priority areas the council is focussing on attached to this report (p12-21).
3. The **case studies** are again described directly by the staff from across the council who made them happen. Sharing examples in this report is one of the ways for us to **celebrate our achievements and learn from each other**. The inspiring stories featured in this report will be added to those already on our online **Improvement Toolkit** and I encourage staff and Members to add further examples. There is also further information on the council's priority goals, including some **excellent short films**, on the website.
4. Also attached to the report is a list of the latest **awards and recognition** the council has recently received (p22-23). I'm proud that the hard work of Members and staff is increasingly recognised on the national stage.
5. I was particularly struck by **two examples of recognition**. Mary Hendrick was shortlisted for the Guardian's Public Servant of the Year award for her work with people with learning disabilities over 25 years. Meanwhile, Russell Minns, a former young carer and apprentice with Adult Social Care, was invited to chair a major national conference on young carers following his outstanding work in this area.
6. Whether we are at the start of our careers or have years of experience, and whatever our roles and areas of expertise, we all have a crucial contribution to make. **Day in and day out the combined efforts of our colleagues and partners makes a significant impact on the lives of residents.**
7. I believe we have a **strong team in Surrey**; comprising our staff, Members and partners. I want to put on the record again **my appreciation of the colleagues I am fortunate to work alongside**. This report reminds me yet again just how important and lasting the work we do together is for Surrey and its residents.

## Overview

### The last six months

8. In my last report I described the smooth transition into a new Council after the election in May. Following this there were two crucial moments in July which **set the strategic direction and foundation for the council for the next four years**.
9. On 16 July 2013 the County Council approved **Confident in our Future, the Council's Corporate Strategy for 2013-18**. It sets out the national context and challenges we face, the priority areas the council will focus on, and how residents will benefit. Thanks to colleagues in our design team, the Strategy is now illustrated through a clear and engaging two minute **video**.
10. One week later on 23 July 2013, the Cabinet approved a **suite of reports** which brought together the **key components for achieving the goals and ambitions** set by the council. They included a refreshed Medium Term Financial Plan, an Investment Strategy, an approach to innovation, and plans for public service transformation with partners following the Government's decision to select Surrey as one of nine areas to lead transformational work.
11. We completed a similar exercise in July 2009 at the start of the previous Council term. The overall strategy and approach agreed then was successfully delivered over the following four years. I believe the **refreshed strategy and approach agreed in July 2013 will be similarly successful**.
12. The challenges we face are ever more complex and significant in scale. I remain confident about tackling them for three main reasons. First, **we have the right strategy in place**. The work completed in July sets out how the council will stay strong over the coming years so it can ensure all Surrey's residents remain healthy, safe and confident about their future. Our long term strategic plans are rightly focussed on continuing to strengthen our relationships with residents, businesses and all partners, developing innovative solutions, and planning and managing our finances carefully and responsibly.
13. The second reason for my confidence is the **evidence of our continued progress**. We have put the key components of our strategy into practice and made good progress on key goals over the last six months. This progress is recognised by our residents (e.g. **latest resident survey results**) and peers (see p12-21). The third reason for my confidence is **the quality of our colleagues which is first class**.
14. There are more details and **case study examples** of recent achievements attached to the report, but I will draw attention to some of them later in this cover report too.
15. **Effective learning** remains a key part of our approach. The learning process is crucial if we are to meet our responsibilities to residents now and in the future. As part of this we have a duty to understand and address any mistakes we make.

16. The **Serious Case Review process** plays an integral part in response to any serious incidents related to care for vulnerable people. It involves a review of multi agency working and results in recommendations for improvements in working practices. On 16 September 2013 the Surrey Safeguarding Adults Board published its Serious Case Review into the death of Gloria Foster. The council apologised for failing to organise alternative care for Mrs Foster, accepted the report's findings, and is taking action on the recommendations.
17. Effective learning requires listening. The council often has to make decisions where there are strong competing views on an issue. The current debate about **cycling** in the county is one example. The consultation and public debate we have arranged are very important and are ensuring that all views are heard and considered throughout the decision making process. The Cabinet will consider the cycling strategy in December.
18. Looking back over the last six months there are a number of key events and milestones. In September the county's schools opened for the new academic year and thanks to an excellent team effort every one of the **additional 2,852 primary school places** needed was ready. This was a major achievement, equivalent to providing seven new large primary schools and was over six times the number of additional places needed just five years ago.
19. Demand for places will continue to increase over the coming years making our **investment in schools** critical. Plans for further places have since been **announced** and more will follow as part of the biggest school investment programme in the county's history. Meanwhile the number of Surrey schools classified as "good" or "outstanding" has increased and we continue to focus relentlessly on improving standards.
20. Our work with partners to **strengthen the economy** has gained pace in recent months. In October **Invest in Surrey** was launched by Surrey Connects the county's economic development company. This new initiative provides a single point of contact and a wealth of information for investors looking to move to the county from other parts of the UK or overseas.
21. We have continued to support the Enterprise M3 and Coast to Capital LEPs (Local Enterprise Partnerships) to develop **draft strategic economic plans** which can benefit the region and maximise the level of investment in Surrey. The emerging plans will be finalised and submitted to the Government for approval in March 2014.
22. Investment in **transport infrastructure** is critical and through the Surrey Future partnership group we have agreed the county's **top transport infrastructure priorities** for future decades. Progress on these strategic infrastructure priorities - such as the A3 corridor and Crossrail 2 - will help to maintain Surrey as a globally competitive county, able to attract and retain businesses.
23. We have also continued to work closely with our district and borough colleagues on **local transport schemes and development projects**. For example, in September work began on the Redhill Balanced Network project in partnership

with Reigate and Banstead Borough Council. This will enable the development of new homes, supermarkets, shopping and leisure facilities in the town centre, reduce congestion by turning the one-way system back into two-way traffic, complete the town centre's pedestrianisation, and improve walking and cycle routes.

24. Our additional **investment in road maintenance** continues to have a positive impact. The council's five-year £100m Operation Horizon programme is overhauling more than 300 miles of road. From April to September highways teams reconstructed 107 roads. Laid end-to-end these major repairs would run 40 miles – the distance from London to Reading. At the time of writing we have not yet suffered from snow and ice. Plans are in place with our partners to keep the roads moving should **severe winter conditions** strike.
25. The county did suffer from the **storms and floods** in late October and we responded to over 80 incidents. Yet again I was impressed by how well colleagues coped with difficult conditions, going the extra mile in many cases to keep critical services going.
26. One infrastructure investment well underway is **Superfast Broadband**. Our partnership with BT is making Surrey the best connected county in England and an important goal was met when the first 15,000 homes and businesses were confirmed as successfully connected in September. Another 15,000 premises should have high-quality access by the end of December. We have also continued to direct more of our spending on goods and services to **local firms**, using initiatives such as **Build Surrey** to support the local economy.
27. In September a senior executive from BP took on the role of chairing the county's new **Employment and Skills Board**. Bringing together the county's major businesses, further education colleges, schools, training providers and councils means there is now a strong single voice and group working to develop the skills the county needs.
28. Elsewhere we have continued to expand our successful apprenticeships programme as part of our wider drive to **create opportunities for young people**. For example, in October we launched the **CoTrain** initiative which makes it easier for small and medium sized businesses to hire an apprentice. Our programme of work has helped to halve the number of young people not in education, training or employment (NEET) in Surrey over the last four years so there are now around 500 NEETs aged 16-19 in the county. There is still much more work to do, but the drop in numbers is heartening.
29. We have continued to work with partners to support residents during what are challenging economic times. Over the last six months we have focussed closely on the **impact of welfare reforms on residents**. All local authorities in the county are working closely with the voluntary community and faith sector to ensure residents get the advice, information and support they need to prepare for and manage the benefit changes. There are now a range of resources in place including **Surrey Save Credit Union** and the **Surrey Local Assistance Scheme**. These and other initiatives supplement the excellent work done by the county's 14 Citizen Advice Bureaux

30. One of the most important things the council does is act as the corporate parent to **children in the council's care**. The Corporate Parenting Board has continued to oversee and support progress. It was national adoption week in November and as part of our campaign to recruit adopters we drew attention to some fantastic **adoption success stories**. It is positive that 80 children and young people were able to leave care over the last year, whether through adoption or a Special Guardianship Order, the highest number we have recorded. We will continue to do everything we can so the children and young people we look after grow up having the same opportunities as their peers.
31. A key way to support children in the county is to **help families thrive**. The **Family Support Programme** - which sees all Surrey's public services provide co-ordinated help to vulnerable families - has made huge strides over the last six months with local teams now serving each borough and district council area.
32. So far this year these new teams have helped over 200 families through joint agency support along with extra support provided in the family home - a further 150 families will be offered this help in the New Year. This is in addition to the 412 families that have been supported over the last year with finding work, attending school and reducing crime and anti social behaviour. As part of our agreed work on public service transformation with the Government we are now **planning to scale up the approach** to cover between 4,000 and 7,000 families over three years. This gives us a fantastic opportunity to re-design services coherently and more efficiently around the needs of families.
33. As I described in my last report, more and more of our essential work to **support and safeguard Surrey families and individuals** focuses on effective early intervention, promoting people's independence, and developing the resources – or social capital – that exist among residents and communities. **Shared Lives week** in October was another illustration of this. The Shared Lives service recruits and matches carers with adults who might otherwise be living in a residential home, giving them the opportunity to be more independent, participating in family and community life.
34. Another excellent example is the **Employability team** who continue to help hundreds of people with learning disabilities to secure paid employment, voluntary work or work experience. In September they received a well deserved national award for their achievements.
35. **Public health** services have been effectively embedded into the council over the last six months. A number of successful health campaigns and initiatives have been completed in recent months including for example the **Stoptober** initiative to reduce smoking rates. Public Health colleagues have also started implementing **health checks** for residents aged 40-74 to help identify and prevent health problems.
36. Surrey's **Health and Wellbeing Board** has continued to develop. Work has begun to translate the Joint Health and Wellbeing Strategy into specific actions and progress can be charted via the new **Healthy Surrey website**. An update

report was also presented to Health Overview and Scrutiny Committee on 14 November 2013.

37. The strong relationships between Board members provide a sound foundation for ongoing work around **adult social care and health care integration** – this is another critical area we are tackling through the public service transformation work agreed with the Government. With major changes stemming from the Care Bill being worked through too, it is a particularly complex time of change for adult social care.
38. In October the Cabinet approved a variation to the county's waste contract so that the development of Surrey's **Eco Park** could begin. The development at Charlton Lane in Shepperton, will help minimise the use of costly landfill by dealing with waste in a more environmentally friendly way, as well as generating electricity.
39. Meanwhile residents' efforts to **produce less waste and recycle more** have continued to pay off. Over half of Surrey's household waste is now recycled and Surrey Heath is one of the country's top performing areas on recycling. There is more to do with our district and borough colleagues on waste and we will continue to strengthen our partnership work in this area. Waste is also a priority for the **South East 7 (SE7)** partnership and strong progress is being made in this area and the other SE7 workstreams such as highways.
40. We have continued to do a huge range of work with residents and partners to **care for Surrey's countryside** so it can be enjoyed today and is conserved for future generations. One example is our excellent work to restore mineral sites. This is now widely recognised and in September we launched a new EU funded international project with partners to promote and recommend best practice (see case study p17). I'd also like to highlight again the significant contribution that volunteers make to conserving, maintaining and improving Surrey's spaces.
41. In October the Cabinet reviewed progress on the **Community Partnered Libraries (CPL) Programme**. Six of the 10 planned CPLs are now up and running. Resident and volunteer feedback in these libraries is positive and visitor numbers are up compared to the same period last year.
42. Reflecting on our progress over the last six months reminds me of the significant contribution all colleagues make to the lives of residents. Some people make a distinction between the so-called "front office" and "back office". I do not. **We are one team working for the residents of Surrey.**
43. There are many different **contributions from teams across the council** that I could use to emphasise this point. An example I would like to highlight in this report is that of **legal services**. They are an incredibly professional and dedicated team who make a critical contribution across all areas of the council's work – this includes big infrastructure projects, care proceedings, the development of new models of delivery and much more.

## Looking ahead

44. The good progress made over the last six months gives us strong momentum for tackling the challenges ahead. **It does not mean we can be complacent.** In fact we will need to accelerate our work over the coming months.
45. **Demand for services will continue to rise.** Approximately 11,500 deaths and 22,000 births are registered in Surrey each year. The winter months will as always increase risks to vulnerable people and cause damage to the road network triggering further demands. The net impact of various Government funding changes will mean a real terms reduction in available resources. And we will have to continue to work through the impact of national policy reforms which can sometimes have contradictory and conflicting impacts.
46. Demographics, Government decisions, and the weather; **it is the factors that we cannot control directly that cause me most concern.** Our strategic approach is to ensure that we have developed a strong and resilient organisation that can respond effectively to whatever lies ahead of us.
47. So far we have managed to **balance the delivery of our day to day responsibilities with efforts to transform the way we work** with partners and residents. This will get harder because **we now need to accelerate the pace of transformation.** If we do not our efforts will be overtaken by the rapidly rising demands.
48. In order to meet this challenge over the next six months it is crucial we continue to retain a sharp focus on the three key areas I set out in my last report: **relationships, finances, and innovation.** Our success in these areas will determine our ability to stay strong and achieve the ambitions we have for Surrey and its residents.

### *Relationships*

49. Strong relationships have been the bedrock of the council's improvement over recent years and will be ever more essential over the coming months and years. We are working in the toughest environment for public services in living memory. **The situation will continue to challenge and test us all** as individuals and as part of our wider teams and organisations. This makes the support we provide for each other all the more crucial.
50. The Leader and I remain personally committed to making sure the council improves in any areas where concerns are raised. There will be further **opportunities for engagement, discussion and listening** across the council and we will continue to invest in the training and equipment that officers and Members need to work productively.
51. It is vital that we deal with the frustrations and things that get in the way of what we are here to do. This includes **thinking about how we work together.** As we become a leaner organisation we must ensure we don't ask each other to spend time on tasks that don't add value to residents. As senior officers and Members we need to support our staff by **freeing them from any unnecessary**

**distractions** and enabling them to focus on the important and critical work they do with and for residents.

52. **The council's strongest asset is the people who work for it.** Our work to support and develop staff will continue to be guided over the coming months by our **values** - listen, responsible, trust, and respect - and the commitments and activities set out in the **People Strategy** and **Workforce plans**.
53. Over the coming months our **relationship with our partners and residents will remain crucial** and will determine our ability to deal with the financial challenges we face and successfully transform services.

### *Finances*

54. **The financial outlook has got tougher yet again.** We have already reduced our unit costs over the last three years and have delivered more than £200m savings and efficiencies. In October our external auditors gave our arrangements for financial resilience and value for money a positive rating. We are currently set to achieve over £63m savings in this financial year and will continue striving to deliver a further £5m.
55. In spite of this the combined impacts of Government policy announcements, funding changes, and - most significantly – **rising demand for our services** mean we will need to find further significant savings between 2014-18. Having anticipated this scenario Cabinet reviewed the Medium Term Financial Plan (MTFP) in quarter one and on 23 July 2013 agreed some **further saving provisions** and adjustments to budget planning assumptions.
56. The seriousness of the situation makes our **engagement with residents and stakeholders** during this budget round incredibly important. In October we ran an early round of budget consultation meetings with representatives from business, the voluntary community and faith sector, and trade unions. They provided not just an opportunity to raise awareness about the council's budget, but also a chance to strengthen the way we work together to tackle the challenges the county faces.
57. These important conversations with partners will continue over the coming months, including discussions with district and borough councils on plans for local council tax support schemes. We will also continue to engage with residents. **It is important people understand the choices the council is faced with** and can help to influence and shape our options.
58. The ongoing programme of Member seminars and Select Committee workshops will support Members to **weigh up different options** on spending, savings, income and council tax in the lead up to the Council's budget meeting in February 2014. None of the options before us are easy but we know our goals for Surrey can only be achieved if we can maintain a robust, balanced and sustainable budget.
59. Meanwhile we will continue to **manage our finances carefully and responsibly** using monthly budget monitoring to track our progress. The rollout

of the Finance Dashboard means this is now a simpler task. We will also continue to identify **investment opportunities** in line with the strategy agreed by Cabinet on 23 July.

### *Innovation*

60. Over the last six months we have successfully established the **key components of our approach to innovation**. It is imperative that we now focus on realising the opportunities identified by this work.
61. On 23 July 2013 the Cabinet reviewed the pilot of **Shift: our approach to innovation** and agreed to continue developing and implementing it over the medium term as a catalyst and accelerator for the innovations required. Shift provides a method (the 5Ds innovation process - discover, design, develop, decide, deliver), set of tools, and skill-sets that will ensure our work to re-design services is **rooted firmly in the experiences of residents** and is not skewed by organisational boundaries or factors that are irrelevant to residents.
62. In July our ambitious plans to accelerate joint work with partners were given a significant boost when the Department for Communities and Local Government (DCLG) selected Surrey as one of only nine areas to be part of the new **Public Service Transformation Network** (a successor to the Community Budget pilots). This was a real vote of confidence in the quality of partnership working in Surrey and in October the Government also awarded Surrey £750,000 to support work on developing a shared back office and emergency services collaboration.
63. Building on the **outline business cases** presented to Cabinet on 22 October, work over the coming months will focus on the development of more detailed propositions and business cases for each of the six strands:
  - Emergency Services Collaboration
  - Extending the Family Support Programme
  - Adult social care and health integration (incorporating Dementia Friendly Communities)
  - Young People's Participation and Skills for Employment
  - Transforming Justice
  - Better Use of Public Sector Assets
64. The proposed changes across these six strands will shift the emphasis from multiple high cost responses by different organisations towards **co-ordinated prevention and earlier intervention**. We are working to a tight timetable. Detailed business cases will be considered by Cabinet in February 2014 with the intention that savings are taken into account in the MTFP 2014-19. It is crucial we continue to pursue this collaborative work with real urgency and focus.
65. We must also continue to accelerate progress on other strategic partnerships including the **South East 7** work on waste, highways, IT and special educational

needs. Here we have also identified some very promising future opportunities with our partners - opportunities we must now exploit in practice.

66. Similarly our work exploring different **delivery model options** is starting to generate specific proposals for Members to consider. On 17 December 2013 Cabinet is due to consider the business case and plan for a Local Authority Trading Company for community support for people with disabilities.
67. Our approaches to innovation will only be successful if we can **fully exploit the many possibilities that technology affords us**. We have some good examples where we are using technology to improve the way we work, increase the efficiency of our processes and raise the quality of services for residents. One example is the **telehealth programme** which we are supporting Clinical Commissioning Groups to implement. This gives patients user-friendly electronic equipment to monitor their own long-term problems from home.
68. Another good example is **Patchwork**, a web based tool being implemented through Shift to support the Surrey Family Support Programme. It enables **practitioners from across different agencies to connect** up around the individuals and families they support. Patchwork is also being tested out in Mole Valley where the partnership tool will be used to bring people together to reduce crime and anti-social behaviour as well as linking up professionals to support vulnerable adults. Elsewhere we have also re-designed the **council's web pages** to better meet resident needs.
69. There are though many more **opportunities opened up by latest technology** and digital developments which we have not yet seized. We will be accelerating our work in this area over the coming months. At the same time we must be ready to exploit the next wave of technological developments.
70. Our recent track record of improvement and innovation means we now have a strong voice and influence at a regional and national level. This is important as it **enables us to argue the case for Surrey and its residents** when, for example, the Government are making critical policy and funding decisions.
71. A number of Members and officers from the council now hold **influential positions with regional and national bodies** and the local government sector is increasingly looking to learn from us. For example, the Leader has taken on the role of Chairman of the County Councils Network (CCN) and is making strong arguments for funding changes and enhanced freedoms that would benefit Surrey.
72. Meanwhile a number of Members and officers have supported peer reviews in other councils. I led a review of Cambridgeshire County Council recently and found the process of **sharing our experiences and learning from theirs** hugely beneficial. I know others have had similarly positive and instructive experiences.
73. Over the next six months we will continue using our **strong networks** to share what we are doing and bring in **new ideas and thinking** that can help us. And we will continue to use our influences to protect Surrey's future interests.

## **Conclusion**

74. Over the last six months the council has moved out of the transition period that followed the election and has **set the strategic direction for the next four years**. A strong momentum has already been established and good progress made on all our key goals for residents.
75. The next six months will **again be incredibly tough**. The critical delivery of our day to day responsibilities will as always be tested by the pressures that winter brings. Meanwhile the **overall pace of change and transformation needs to accelerate** in order to stay ahead of rapidly rising demands and the shifting policy landscape. There will be no let up.
76. **I remain confident that the council can meet these challenges**. We have the right strategy, a strong team, and a track record of responding effectively to new challenges. We have also identified a number of innovative opportunities to transform how we work with partners and residents. I look forward to working with Members, colleagues and our partners to make sure we now seize these opportunities. I will provide a further progress report to Council in June 2014.

## **Further information**

77. There is further information attached to this report:

Page 12-21: Case studies  
Page 22-23: Awards and recognition

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**Donal Hegarty, Senior Manager, Commissioning (Adult Social Care)** shares his experience

**What else have we been doing?**

## Adopting different ways of tackling stigma against dementia

**Challenge:** How do we raise awareness of dementia in a different way? How do we involve local people?

**Solution:** We recruit Surrey residents, businesses and organisations to be Dementia Friendly Surrey Champions. Each Champion makes a pledge to raise awareness and help people with dementia in the local community.

**Impact:** So far, 30 individuals and 55 organisations have signed up as Champions. Our Champion organisations include a home care agency, a community health provider, a GP practice, a dentist, an optician, carers groups, a leisure centre, a health club, a parish church, a community transport provider, a borough council and our own Trading Standards. Individuals that have signed up to become Champions include the Church and Community Adviser for the Diocese of Guildford, an acute hospital consultant physician, carers of people with dementia, borough councillors, Surrey County Council's Assistant Director for Personal Care and Support and even local MP, Jeremy Hunt. Some Champions are holding information sessions, some are helping to organise community meetings. Some are just making more time for family and friends with dementia, but all of our Champions are playing a part in raising awareness of dementia and making Surrey more dementia friendly.

**Key thing I learnt:** Never underestimate the desire for residents to get involved in projects that are meaningful and help others. Our Champions recognise the impact of dementia and are only too happy to get involved.

**If you want to know more or want help with a similar challenge:** Please contact us on [dementia.friendly@surreycc.gov.uk](mailto:dementia.friendly@surreycc.gov.uk) or [www.dementiafriendlysurrey.org.uk](http://www.dementiafriendlysurrey.org.uk)

### Key stats and facts

- 27% of Surrey residents are older people who are unable to manage a self-care activity alone, have a learning or physical disability, mental health need or combination of these.
- Almost 14% of Surrey residents declare themselves to have a long-term health problem or disability. Nearly 6% of them said they are limited a lot in their day-to-day activities.
- Almost 10% of Surrey residents provide unpaid care for a family member, friend, neighbour or other person, with nearly 2% providing 50 or more hours of unpaid care per week.
- It is estimated that currently nearly 1 in 4 adults in Surrey has at least one mental health disorder.



**Almost 30% of claimants for Disability Living Allowance in Surrey are aged 60 or over.**



**Norah Lewis**, Assistant Senior Manager, Commissioning (Adult Social Care) shares her experience

## Providing advocacy and support to help Surrey residents adapt to welfare reforms

**Challenge:** How do we help people who are applying for and being assessed to continue to receive Welfare Benefits as a result of the Welfare Reform Act 2012?

**Solution:** We asked people in Surrey what they would find helpful; they said they wanted: one point of referral, to be able to meet with advisors in their own home, for the advisor to be well trained and understand the importance of confidentiality. A tender for the service took place last year and was awarded to a consortium of voluntary organisations who work in partnership to deliver the service. They have a nominated lead provider and the service is called "Get Wis£".

**Impact:** Since April 2013, 814 people have been supported and only two of these have not received Welfare Benefits. We have secured an income of just over £560,000 for this year from the Department of Work and Pensions through successful benefits applications that have benefited mostly people of working age. Importantly, this is a free service for people who do not have to meet any needs eligibility. Help is available from the start to the finish of the process including supporting people at tribunals.

An example that clearly illustrates the impact of the service is the case of Ms P. She was referred to "Get Wis£" as her unemployment benefits were due to end and she was to attend a tribunal without support. Her family did not recognise her mental health issues and had undermined her treatment leading to further substance misuse. The Benefits Advisor supported her (and won the appeal) at tribunal and helped her to seek medical support.

**Key thing I learnt:** It is important to take account of the applicant's personal circumstances beyond the monetary side. They know how to access services in the community and are able to support them beyond their immediate need for welfare benefits. So there is added value in providing a service that looks at the broader picture.

**If you want to know more or want help with a similar challenge:**  
Please contact me at [norah.lewis@surreycc.gov.uk](mailto:norah.lewis@surreycc.gov.uk)



Emily Pentland, Assistant Team Manager (South-West Area), Care Leavers' Service (Children, Schools and Families) shares her experience

What else have we been doing?

## Supporting our care leavers in their preparations for adulthood

**Challenge:** To continue to support one of our care leavers, who had previously been involved in anti-social behaviour and the criminal justice system, as he was working towards joining the army as a dog handler.

**Solution:** We built a strong, trusted relationship with him, stayed in close contact and gave him the support he needed to pass the assessments to join the army. At the same time he had to deal with the ending of his long term relationship and the sudden passing of his birth father. Thomas continued working hard and was rewarded for his efforts at the Surrey 'Celebrating You' event, run by the Care Leavers' Service, where we put him forward to be recognised for his personal and professional successes.

**Impact:** He is now 22 and training in his dream job as a dog handler and is currently serving in Germany. He recently appeared in the TV documentary 'Animal Heroes' about the dogs and horses that all help to serve our county, and of course, the people that handle them. Thomas was recognised as best in his class and is without a doubt an inspiration for all of our care leavers.

**Key thing I learnt:** It is important to build and maintain strong relationships with the vulnerable children in our care and continue to support them through their transition to adulthood.

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

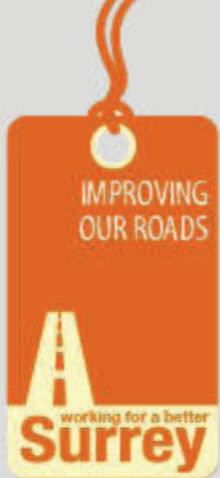
Please contact me at [emily.pentland@surreycc.gov.uk](mailto:emily.pentland@surreycc.gov.uk) or visit <http://www.surreycc.gov.uk/social-care-and-health/fostering-adoption-and-looked-after-children/looked-after-children-and-young-people>

### Key stats and facts

- The council acts as a corporate parent to about 800 children at any one time. They are described as "Looked After". As their corporate parent, the council aims to be as ambitious for them as any other parent would be for their child.
- By the end of 2012/13, there were 368 foster carers in Surrey.
- In 2012-13, 630 children were placed in foster care – just over 75% of all "Looked After" children. This was approximately a 6% increase on the previous year.
- The number of children and young people that were able to leave care in 2012/13, whether through adoption or a Special Guardianship Order, was 80 – an all time high. This is expected to nearly double by the end of 2013/14.



Petaline Stewart is one of the 368 foster carers in Surrey. The council recruited 48 foster carers in 2012/13.



Victoria Trust, Major Change Programme Officer, Highways (Environment and Infrastructure) shares her experience

What else have we been doing?

### Key stats and facts

- Work is underway on the council's five-year £100m investment programme for Surrey's roads. 20% of the programme has been nominated by residents and Members. This is the equivalent of 100km (62 miles) of residential and rural roads across the county.
- The council has earmarked £5m extra for repairing the 200 roads most in need of fixing from cold weather damage.
- To date in 2013/14, 74km (46 miles) of the county's roads included in the investment programme have been renewed. The council's main highways contractor has also recorded strong performance on road repairs. 98% of the top priority roads where defects had been reported were repaired within 2 hours.

## Developing a sustainable approach to road renewal in Surrey and the South East

**Challenge:** How can highways waste be recycled efficiently and reused for the highways network at a regional level?

**Solution:** The South East 7 (SE7) Highways Steering Group, including seven local authorities across the South East (Surrey, Hampshire, West Sussex, East Sussex, Kent, Medway and Brighton and Hove) have worked in partnership with their respective main highways contractors and have established a collaborative project team. This team is working on behalf of all the SE7 authorities and their contractors, developing a model which can be implemented for the South East region. This aims to standardise practise across the region and enable materials to be recycled in large quantities to the highest quality and reused within the region's roads.

**Impact:** There will be opportunity through partnership to manage large volumes of material through the recycling process resulting in highly competitive prices. This approach is focused on creating efficient and sustainable practises through collaboration and partnership working across both private and public sectors. Recycling highways waste will not only reduce the amount of waste going to landfill, but also reduces the amount of previously unused materials required for highways renewal. Applying this approach means that money is saved on materials and there are environmental benefits, generating greater efficiencies and more effective partnership working.

**Key thing I learnt:** Trying to deliver major change across multiple organisations is challenging due to different policies, strategies and ways of working. Early engagement is crucial in maximising chances of success, and this approach will continue throughout the project.

**If you want to know more or want help with a similar challenge:** Please contact me at [victoria.trust@surreycc.gov.uk](mailto:victoria.trust@surreycc.gov.uk).



The council has stockpiled over 16,000 tonnes of salt to grit the roads to deal with the impact of any bad weather this winter.



**Katie Brennan**, Engagement Manager, Superfast Broadband Programme (Chief Executive's Office), shares her experience

## Engaging communities in plans to bring 100% high speed broadband coverage to Surrey

**Challenge:** To engage face to face with communities across Surrey to talk about the £35 million Superfast Surrey Programme, highlighting the rollout timetable, the challenges of this huge engineering project, and the benefits and opportunities that fibre broadband access will bring.

**Solution:** We researched the events taking place across the county, cross checked against the fibre rollout plan, and contacted those communities planned for inclusion in the early phases of the programme. I then arranged to attend their meetings discussing the programme in detail, focussing on what would happen in their own communities. The timetable of meetings and communications is ongoing. More meetings are planned which will enable me to meet with as many of the communities as possible across all 11 Surrey districts and boroughs and over 80 parish councils.

**Impact:** I have attended about 20 events to date that have enabled me to meet and interact with over 500 Surrey residents. This helped residents to have an understanding of the programme coupled with excitement and anticipation from local communities who have struggled with slow internet connections and cannot wait to take advantage of the faster reliable service. Following the briefings, many local communities have offered to assist wherever possible not only in spreading the word amongst neighbours that fibre broadband is coming, but also providing local input for some unexpected engineering challenges, for instance, placing new green cabinets in conservation areas.

**Key things I learnt:** The value of local relationships when delivering a huge partnership project. Creating awareness brings a real community buzz, and importantly provides local insight, knowledge and support for those unexpected local engineering or technical issues. I was surprised by the growing numbers of people already trying to work from home who said that with access to fast reliable broadband they could do this, either running their own business or as an employee for a larger organisation located many miles away. Thus improving their work life balance, saving time and travel, as well as helping to keep their local communities alive.

**If you want to know more or want help with a similar challenge:** Please contact me at [katieb@superfastsurrey.org.uk](mailto:katieb@superfastsurrey.org.uk)

### Key stats and facts

- To date, 31 local companies have won contracts for building and repair work for the council through the Build Surrey website worth almost £4m in total.
- A survey has been launched to over 1,000 Surrey firms to understand the key barriers for businesses in driving economic growth. The Council with its partners will then develop plans to help businesses overcome them.
- The Superfast Broadband Programme hit a key milestone in September by connecting over 15,000 premises in the Programme area to fibre-based broadband infrastructure.
- The council, through its economic development company Surrey Connects, launched the 'Invest in Surrey' website in October ([www.investinsurrey.co.uk](http://www.investinsurrey.co.uk)) to attract investment in the county from within the UK and abroad.

### What else have we been doing?



**Building on the success of schemes such as Walton Bridge, the Council and partners are focussed on other transport infrastructure projects that can boost economic growth such as tackling congestion on the A3 Corridor between Portsmouth and London.**



**Simon Elson**, Principal Environmental Enhancement Officer, Planning Development Control Team (Environment & Infrastructure)

**What else have we been doing?**

## Restoring mineral sites to the highest standard to conserve Surrey's natural environment

### • Key stats and facts

- Surrey is the most wooded county in the whole of England. Woodland accounts for 25% of the land area in the county, and a further 15% is areas of natural conservation.
- Surrey residents are leading the way in recycling. Since 2011, residents have consistently recycled just over half of their household waste.
- Over 75,000 tonnes of uneaten food is thrown away in Surrey every year. The cost of dealing with all this adds up to £6m per year. The Love Food Surrey campaign is promoting this to residents to cut the amount wasted.
- The council is working with district and borough councils to design a campaign aimed at reducing the amount of litter in Surrey.

**Challenge:** Ensuring mineral sites are restored to the highest standards, reflecting the quality of and enhancing Surrey's environment.

**Solution:** Surrey is unique as a Mineral Planning Authority in the UK by having an officer purely dedicated to restoration since 1990. This has led to the evolution of the 'Surrey Style' of restoration, which in turn is being recognised as best practice by the Local Government Association and Planning Officers Society, as well as being championed by the Nature after Minerals (NAM) initiative led by the RSPB and Natural England. This in turn has led to the EU funded international project - RESTORE. The RESTORE Project runs until 2015, and seeks to promote and recommend the best practice in mineral restoration. Surrey along with the RSPB are the UK partners in this project.

**Impact:** I think we have yet to see the full impact. However, the 'Surrey Style' of restoration delivers a range of benefits, beyond the council being seen as a serious player on the international stage. For example, we are working on enhancing sand extraction restoration in Holmesdale (from Redhill to Godstone), where we're aiming to link up different woodland blocks in the area into one large woodland. This will help preserve biodiversity in the area, and residents can use the area to go for walks and continue to enjoy the beauty of Surrey's natural landscape.

**Key thing I learnt:** Have a vision, share it, get others to buy into it and then deliver it together. In doing so, don't be afraid to dream but be realistic and have patience, determination, and a willingness to listen and fun in making those dreams come true.

**If you want to know more or want help with a similar challenge:**  
Please contact me at [simon.elson@surreycc.gov.uk](mailto:simon.elson@surreycc.gov.uk)



**Reigate St Mary's prep and choir school secured funding through Travel SMART's cycling improvement fund to provide a cycle shelter for pupils and their bicycles.**



**Julian Pooley**, Team Leader, Heritage Services  
(Customers and Communities) shares his experience

## Making the heritage of mental health accessible and relevant to service users today

**Challenge:** To make history matter by opening up the archives of Surrey's former asylums to mental health service users today.

**Solution:** Surrey had more mental health hospitals than most English counties and when they closed in the 1990s, Surrey History Centre rescued their historic records. They provide a fascinating record of three centuries of mental health care in Surrey, used by family and social historians from around the world. We are working with the mental health charity, Mind, to use the archive for reminiscence and oral history projects with former patients. Photographs of daily life at the hospitals – wards, recreation hall, farm, laundry, chapel, dances and carnivals - have helped to revive memories and uncover a past that is rapidly disappearing from sight.

**Impact:** Handling the archives and sharing their memories of institutional life has had a powerful and positive impact upon the service users. It has helped them to discover the importance and relevance of their personal histories, encouraging a sense of ownership of the records. It has increased their self-confidence and enabled them to participate in further projects with us. This award winning work has led to working with other mental health groups such as with Epsom Mental Health Week.

**Key thing I learnt:** Always take the experienced mental health worker's advice and work with them. They are the experts. Build your own relationship with them as this establishes trust between you that service users will pick up on. It can be a fine line between oral history and a therapy session but striking the right balance has been extraordinarily successful.

**If you want to know more or want help with a similar challenge:** Please contact me at [jpooley@surreycc.gov.uk](mailto:jpooley@surreycc.gov.uk)

## What else have we been doing?



Two volunteers in Staines helping promote 'Stoptober'. Their aim was to add to the 588 people in Surrey that have stopped smoking so far in 2013/14, with support from the council and health partners.

### Key stats and facts

- At the start of the 2013/14 financial year, the council took over responsibility for providing public health services in Surrey. This means the council has an increasingly active role in initiatives such as the reduction of smoking rates, alcohol consumption and under-age pregnancies.
- The council is working with GPs and pharmacies to deliver Health Checks for people aged between 40 and 74. To date 470 residents have taken up the offer through pharmacies.
- The county is performing well in areas such as reducing the number of people being admitted to hospital through alcohol-related conditions, and helping more people complete drug treatment programmes.



**Christine Chapman**, Assistant Practice Development and Quality Assurance Manager, (Children, Schools and Families), shares her experience

## What else have we been doing?

### Working with partners to raise awareness of employment and training options for families with complex needs

**Challenge:** The Surrey Family Support Programme works with families with multiple and complex needs by bringing together the agencies and professionals who work with each family using a single assessment and single action plan. As part of this we wanted to support unemployed adults in these families into work.

**Solution:** We have agreed with Job Centre Plus that where an adult in the Family Support Programme is claiming an unemployment benefit, a Job Centre Plus Adviser will contribute to the single assessment, advising the family on benefits take up and work with other agencies and professionals to find ways to get unemployed family members into work or a back to work skills programme. In support of these arrangements, Job Centre Plus will second four key members of staff into the local Family Support Teams to work as a direct link between local services and Job Centre Plus offices and to support unemployed families into the Work Programme and/or other back to work schemes.

**Impact:** As a consequence of these new arrangements, Job Centre Plus coordinators now sit on the Surrey Multi Agency Panels and attend regular meetings. The Surrey Family Support Teams have improved their understanding of the range of options for getting back into work. In addition the frontline family coordinators are taking time as part of their assessments to ask the families about their aspirations around employability and training. One service user said "I really want to get a job so I can afford to get a bus pass so my daughter can attend school more regularly. I feel more confident about my options now".

**Key thing I learnt:** It is important to challenge perceptions on worklessness within vulnerable families: to listen to, and value the whole family's aspirations and values on employability and to then ensure that the key public services work together to provide the tools necessary to achieve those aspirations.

**If you want to know more or want help with a similar challenge:**  
Please contact me at [christine.chapman@surreycc.gov.uk](mailto:christine.chapman@surreycc.gov.uk)



**Surrey Information Point** ([www.surreyinformationpoint.org.uk](http://www.surreyinformationpoint.org.uk)) provides information to help vulnerable residents maintain their independence. There have been 36,000 visits to the site since April 2013.

### Key stats and facts

- In 2012/13, the Council supported over 3,000 people with telecare equipment which includes alarms and telecare sensors - an increase of 107% from 2011/12. 67% of telecare users live alone, so having access to this equipment will help them stay independent for longer.
- Of the 1,030 cases dealt with and closed by the Reablement Team since April 2013, 53% (or 546 residents) were given the confidence and skills to carry out day-to-day activities such as washing and dressing themselves, and no longer required the services of Adult Social Care.



**Keith Brown**, Schools and Programmes Manager, Property Services (Business Services), shares his experience

**What else have we been doing?**

## Responding to the challenge of meeting increasing demand for school places in Surrey

**Challenge:** We had a challenge to deliver over 2,800 school places to keep pace with increasing demand in Surrey.

**Solution:** We worked closely with colleagues in the Schools and Learning Commissioning Team, to identify how to translate anticipated pupil place demand in Surrey schools, and ensure there were enough places to accommodate them. We worked closely with colleagues across the council, schools and their governors to review the most suitable sites for development and these are shortlisted. We visit the sites to consider the specific challenges they present, such as highways and access pressures, archaeology, ecology and buildings of historical interest, before a final school is selected for expansion and detailed plans of the new accommodation are produced.

**Impact:** The property solution must take account of the requirements and interests of the pupils, parents and staff. It is also crucial that the local community and residents needs are considered, due to their close proximity to the school and the potential disruption caused. We also work closely with our local contractors and suppliers to develop the most cost effective solutions to ensure value for money for the taxpayers of Surrey. One example of where close relationships were formed between the contractor and the school was at Potters Gate Primary School in Farnham. They arranged for the pupils to have bricks engraved with their names as part of the new extension, which meant the pupils felt part of major changes happening at their school. Additional benefits include employment opportunities, apprenticeships and skills training that are created for the hundreds of people that are employed in delivering our schools programme.

**Key thing I learnt:** Detailed planning and working collaboratively are essential in increasing the chances of delivering success.

**If you want to know more or want help with a similar challenge:** Please contact me at [keith.brown@surreycc.gov.uk](mailto:keith.brown@surreycc.gov.uk)

### Key stats and facts

- In 2016, the number of births in the county is projected to be nearly 14,800. This is almost 6% higher than the number recorded in 2009 (13,903), and provides an indicator of the pattern of rising demand for school places in Surrey.
- The proportion of schools in Surrey rated as either 'good' or 'outstanding' is over 75%.
- The council successfully delivered over 2,800 additional school places in time for the September 2013 academic year – over six times more than the number required in 2008 (435).
- The council plans to deliver 16,000 additional school places by 2018. Over £350m has been allocated to provide these.



**Potters Gate Primary School in Farnham was one of the schools to benefit from the council's school places expansion programme this year. Places were created for a further 210 pupils at a cost of nearly £3.2m.**



**Chris Bussicott**, Commissioning Officer, Services for Young People (Children, Schools and Families) shares his experience

## Raising awareness of options and opportunities for young people

**Challenge:** Raising the participation age is government policy, which means young people are required to stay on in education or training for longer (until age 18 by 2015) – but not every young person wants to spend more time in school, so how can we let them know what their options are?

**Solution:** We organised the Surrey Opportunities Fair and invited every college, vocational training provider, and apprenticeship provider to attend. Schools were asked to bring along their Year 11 students so that they could begin to plan their next steps in Year 12 of education/training, and beyond.

**Impact:** Over 100 exhibits were packed into the exhibition space at the Duchess Stand at Epsom Racecourse, and they were visited by about 1500 young people from schools all over the county – the picture on the right gives an idea of the atmosphere at the event. We had worked with the exhibitors to make their stands interactive so that young people could try their hand at some of the skills that they might need in the workplace, so there was the opportunity to try their hand at everything from cake decorating to handling real live sheep, motor maintenance to putting in hair extensions. Feedback from students and schools was excellent, saying that the event helped them focus on how they might benefit from raising the participation age to gain the vocational training that will help them in their future career plans. The response was so positive that senior managers have already committed to hold the Surrey Opportunities Fair in 2014.

**Key thing I learnt:** That young people want to learn but some don't realise that there is a huge range of options for them outside the classroom – it's a question of finding the right pathway for an individual to follow towards their future career.

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

Please contact me at [chris.bussicott@surreycc.gov.uk](mailto:chris.bussicott@surreycc.gov.uk) or visit our website at: <http://www.surreycc.gov.uk/learning/14-19-education-and-training/young-people-and-apprenticeships>

## What else have we been doing?



Employers, further education providers and young people attended the Surrey Opportunities Fair at Epsom Racecourse.

### Key stats and facts

- The proportion of young people participating in education, employment and training in the county stands at just under 97%. This compares very well with the national figure of 85%.
- Since the council launched its campaigns to drive up numbers of apprenticeships in the county, the number of apprenticeships has increased by 30%, making Surrey one of the only counties to increase its apprenticeship numbers.
- The number of new apprentices in Surrey increased by almost 11% in the nine months to April 2013 compared with the same period a year earlier.

## AWARDS

Councillor Michael Gosling and Surrey GP Joe McGilligan, who co-chair Surrey's Health and Wellbeing Board, won an award as regional **NHS System Leaders of the Year** in November. This reflected how well the council has **worked with its health partners** over the past few years.

**Mary Hendrick was a runner-up in the Guardian Public Servant of the Year** for her **work with people with learning disabilities** over 25 years. Surrey County Council's partnership manager for disabilities was one of five people nationally in the running for the paper's award.

**The council's team behind the £32m Walton Bridge** has received a top highways industry award. Highways Magazine's Excellence Awards have given the **Major UK Project Award** to the bridge's joint team from the council and contractor Costain. Judges specifically commended them for involving local schools, residents and businesses throughout, limiting road closures to fewer than 10 days and helping to transform the local riverfront.

**The council won a national award for the work its libraries are doing to support vulnerable people.** The Chartered Institute of Library and Information Professionals (CILIP) recognised the library service for an initiative to help people affected by domestic abuse. The **free scheme** gives access to computers in a safe place so abusers cannot monitor or track them. Information about local and national services is also available and workshops are held to build the confidence of people who have experienced abuse.

**Redhill library** won a national award attached to the Desmond Elliott prize, an award for new fiction, for promoting and displaying books in the **most innovative way** possible.

**The council's employability team, responsible for helping people with disabilities find and retain work, won the team of the year award** from trade association BASE. It landed the award for demonstrating an innovative approach, collaborating with others and achieving outstanding results. Almost 430 people secured work through Employability in the last financial year.

**Abid Dar, the council's Equality, Inclusion and Wellbeing Manager for Employment, won the Equality and Inclusion Champion of the Year Award** from the Employers' Network for Equality and Inclusion Annual Awards.

## RECOGNITION

**Russell Minns**, a former young carer and an apprentice with Surrey Young Carers and Adult Social Care co-chaired the launch event of a **national guide for professionals on personalisation** in September. He also interviewed Edward Timpson, Minister for Children and Families, for the event.

**Following the award of £750,000 of funding to drive forward the shared service arrangements between Surrey County Council and East Sussex County Council**, Local Government Minister Brandon Lewis commented that the bid was “**innovative**” and had the potential to “significantly **reduce costs** and **improve outcomes** for residents”.

**The council’s new five-year approach to improving the county’s roads** has been used as an **example of excellent work** by former Cabinet Office Minister, Chloe Smith. Speaking at the annual Government Construction Summit, she singled out Surrey’s roads as an example of how “**to be more efficient**” by working more closely with contractors and suppliers. The scheme was also praised by the Department for Transport for the long-term planning approach to ensure more permanent instead of temporary fixes for potholes.

Social networking pioneer **Penny Power** lent her support to the council’s drive to encourage more businesses to hire young people. She joined Leader **David Hodge** at the third of a series of events being staged as part of the council’s drive to boost the job prospects of 500 teenagers by next April. The entrepreneur founded the UK’s first social network for business in 1998, which now boasts more than 600,000 members.

Defence Secretary Philip Hammond has thrown his weight behind **Surrey County Council’s apprenticeship drive**. He praised the authority for “selling the virtues of apprenticeships”. The Runnymede and Weybridge MP’s video message was delivered at the last of a series of events organised by the authority to encourage more businesses to hire young people ahead of the **Surrey Opportunities Fair** at Epsom Racecourse on Tuesday 8 October.

The council was invited to present its work **supporting seven day services in Epsom** at an event to launch Sir Bruce Keogh’s Seven Day Services review. The audience included members of the public, health and social care professionals and representatives from Clinical Commissioning Groups. The wider project to introduce seven day adult social care services in Surrey’s five acute hospitals was also a finalist in the **Health Service Journal 2013 awards**.

The council was praised in its **planning peer review**, facilitated by the Local Government Association, for recognising of the role of planning in the achievement of corporate objectives, such as the expansion of school places, and for its commitment to enabling and facilitating district and borough councils in their role on place-making for Surrey.

*County Council Meeting – 10 December 2013*

## REPORT OF THE CABINET

The Cabinet met on 22 and 30 October and 26 November 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 22 and 30 October 2013 meetings are included within the agenda at item 13. The minutes from 26 November 2013 will be circulated separately, prior to the County Council meeting. 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 10 December 2013).

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

### 1. STATEMENTS/UPDATES FROM CABINET MEMBERS

None.

### 2. RECOMMENDATIONS ON POLICY FRAMEWORK DOCUMENTS

*26 November 2013*

#### A YOUTH JUSTICE STRATEGIC PLAN

1. The Youth Justice Strategic Plan is produced annually to meet the Council's obligations under the Crime & Disorder Act 1998 and is submitted by Cabinet for recommending to Council.

In Surrey, the delivery of youth justice services is now embedded within the integrated Youth Support Service, following the transformation of Services for Young People that commenced 1 January 2012.

#### 2. The Cabinet RECOMMENDS:

The approval of the Youth Justice Strategic Plan 2013/14 (as set out in Annex 1).

### 3. REPORTS FOR INFORMATION / DISCUSSION

22 October 2013

#### A PUBLIC SERVICE TRANSFORMATION

1. An initial report to Cabinet on 23 July 2013 set out the background and approach to the council's public service transformation programme, working with key Surrey partners and that report asked officers to develop outline business cases for each of the strands for consideration at Cabinet in October 2013
2. With support from the Public Service Transformation Network, the programme is adopting a sound methodology based on the experience of the four original community budget pilots in developing business cases and implementation plans in complex partnership environments. The outline business cases are the first step in this process and represent a critical milestone, confirming that in each case there is sufficient scope for transformation, partner commitment to taking forward the work, and agreement across partners that there is potential for both savings and improved outcomes for communities.
3. The programme is on track, and as anticipated five outline business cases are being developed:
  - a. Emergency Services Collaboration
  - b. Extending the Family Support Programme
  - c. Dementia Friendly Surrey
  - d. Better Use of Public Sector Assets
  - e. Young People's Participation and Skills for Employment
4. As is to be expected with a complex partnership programme, some strands have developed at a quicker pace than others and this is clearly reflected in the outline business cases. The key next steps will be to develop a detailed cost-benefit analysis with partners for each of the strands, based on detailed proposals for significant service redesign.
5. Partners are currently considering how best to take forward the sixth original strand: Transforming Justice, within the resources available. The intention is to begin more detailed discussions during the autumn, with a focus on more integrated working and case co-ordination to reduce offending and reoffending, reducing costs to the police and criminal justice system.
6. The programme is on track, with the timescale for bringing final business cases and investment agreements to Cabinet in February 2014. The intention is that subject to Cabinet agreement, expected savings can be taken into account in the council's Medium Term Financial Plan for 2014-19.
7. A Joint Statement of Intent has also been developed with the Public Service Transformation Network, which sets out the key objectives, milestones and responsibilities across partners including what support the Network will provide.

8. As the programme develops, it is likely that other areas where the council and partners working together can transform services will be included, in order to take full advantage of the programme support offer. The Joint Statement of Intent will be updated to reflect such changes as the programme progresses.

**9. The Cabinet AGREED:**

1. That the progress made in developing the scope of the programme, represented by the public service transformation outline business cases, as set out in Annex A of the Cabinet report be noted, and officers be asked to continue developing full business cases for consideration at the February 2014 Cabinet meeting.
2. That Surrey's Joint Statement of Intent, as set out in Annex B of the Cabinet report be agreed on behalf of the council, and the Chief Executive be instructed, in discussion with the Leader, local partners and representatives of central Government, to continue to update this as the programme develops.
3. That the offer of funding from the Transformation Challenge Award be accepted, and the Department for Communities and Local Government be thanked for its contribution to the costs of developing this important work on behalf of the relevant partners in Surrey and Sussex.
4. That partner organisations have their own governance requirements and processes, which they will need to follow to agree and sign-off further business cases and implementation plans.

**B FAIRNESS AND RESPECT STRATEGY 2013 – 2018**

1. The *Confident in Our Future, Fairness and Respect Strategy 2013-2018* is an updated version of the Council's current equality and diversity strategy: *One Council One Team, Fairness and Respect Strategy 2012-2017* which was approved by Cabinet on 27 March 2012. The Strategy has been reviewed as part of the annual business planning process to ensure that it is aligned with the Corporate Strategy *Confident in Our Future*, which was endorsed by County Council on 16 July 2013. This will ensure that Fairness and Respect remains an integral part of the delivery of the Council's priority areas of work. It will enable open and transparent progress reporting against the Strategy through the Council's performance management arrangements.
2. It has also been reviewed to ensure it is based on current evidence of priority needs for groups with protected characteristics. Evidence used to inform the refresh has included the most recent Census data and the Joint Strategic Needs Assessment.
3. In updating the Strategy, the focus was on reviewing the Council's Fairness and Respect priorities. This has involved retaining the current priorities where they continue to reflect organisational aims and evidence of need, with new priorities added that reflect changing aims and needs. The priorities have been

further shaped in consultation with the Council Overview and Scrutiny Committee, the County Council's External Equality Advisory Group, Directorate Equality Groups and Trade Unions.

4. Progress against the priorities will be monitored through twice yearly progress reports which will be discussed with the Cabinet Member for Business Services, Cabinet Member for Public Health and Health and Wellbeing and the County Council's External Equality Advisory Group. The progress reports, along with detail of the agreed measures, will be made available to residents on the public website.

**5. The Cabinet AGREED:**

That the Confident in our Future, Fairness and Respect Strategy 2013 – 2018, as set out in Annex 1 of the Cabinet report, be approved.

**Mr David Hodge  
Leader of the Council  
29 November 2013**

# Youth justice strategic plan

## Surrey youth justice partnership

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## Foreword

I am delighted to introduce the youth justice strategic plan for 2013/14. Youth justice is an area of public service which has been transformed in Surrey over the last five years and should be a source of pride for our residents and the professionals delivering these services. Surrey is at the forefront of best practice and achieving what the Youth Justice Board for England and Wales describe as 'exceptional performance'. 7,500 young people are entering adulthood in Surrey without a criminal record as a result of the changes delivered by the youth justice partnership, victims of crime are provided with better services which deliver a high level of satisfaction, and public money is being saved by successfully preventing youth crime.

A review of the partnership's performance for the past 12 months reveals impressive results. The county's courts continue to make exceptionally low use of custody making Surrey the fifth lowest user of this sentencing option in England, reflecting the continuing confidence that courts have in the partnership arrangements for managing young offenders in the community. At the same time we have seen exceptional reductions in the number of first time entrants to the formal youth justice system, making Surrey the authority in England and Wales which is least likely to see its young people receive a criminal record. This is the product of an innovative approach developed in collaboration with Surrey Police that introduces a restorative response to low level offending, and puts victims at the heart of a process that can see the harm caused by offending behaviour put right without recourse to the courts. The youth restorative intervention has contributed to a very significant reduction in first time entrants, retains the confidence of victims, saves tax payers' money and above all prevents young peoples' lives being unnecessarily blighted by the burden of a criminal record which may restrict opportunities throughout their adult lives.

During 2012 the Surrey youth justice arrangements were inspected by Her Majesty's Inspector of Probation using their 'short quality screening' format. This is a one week visit by a team of five inspectors that examined 34 cases across the full range of our work in courts, from entry level referral order sentences up to complex supervisory orders and a small number of young people sentenced to custody. Overall the results from this inspection were very pleasing with inspectors commenting positively on the improved scope that the new integrated service offers to improve the lives of vulnerable young people.

The year ahead will undoubtedly present further challenges. However I remain optimistic that with the support of our partners our youth justice partnership will continue to flourish within our newly configured Youth Support Service.

**Nick Wilson**

**Chairman of Youth Justice Partnership Board and Director of Children's Services at Surrey County Council**

## Introduction

A comprehensive two year review of services for young people in Surrey was completed in January 2012. Existing services of Connexions, Youth Development Service and Youth Justice Service were integrated from 1 January 2012 within a new Youth Support Service (YSS) which was established to deliver improved outcomes for young people supporting two strategic aims – to increase participation in education, training and employment; and to reduce offending and re-offending. The new service offers an integrated case work approach to vulnerable young people who are not in education, employment or training (NEET) or who are at risk of being NEET and to those involved in the youth justice system or who are at risk of becoming involved. The service draws on the skills of youth justice practitioners, youth workers and Connexions personal advisers and delivers support to young people through 11 local borough or district based teams within Surrey. The functions of the youth offending team (formerly the Youth Justice Service) are undertaken by practitioners and managers within the YSS. The deputy Head of Service role is designated as Surrey's youth offending team manager, carrying the service's strategic responsibility for youth justice.

The service is now into its second year of operation. The first year being very much one of transition with staff and managers adapting to the new opportunities afforded by the new working arrangements. Despite major organisational upheaval, headline youth justice performance continues to be very strongly evidenced by exceptionally low numbers remanded and sentenced to custody, further reductions in first time entrants and a continuing downward trend in re-offending. A 'short quality screening' inspection carried out by HMIP in December of 2012 found overall that staff in the Surrey Youth Support Service were delivering work of high quality and evidence of good multi-agency liaison and shared working, particularly in undertaking offending behaviour and victim work. Safeguarding and public protection work was considered 'good' but attention to improvements in relation to these areas of practice is ongoing to ensure these services are excellent.

The new service also continues to develop the radical changes brought about by the 2011 introduction in partnership with Surrey Police of the youth restorative intervention (YRI). The YRI provides a further step between arrest and the courtroom door and offers offenders and victims opportunity for fast and informal resolution of the harm caused by offending. As a consequence, the number of first time entrants to the youth justice system has fallen by 80% in the last two years. For the first time we are able to shift resource from processing relatively large numbers of offenders through the court system to working with those at risk of offending – intervening earlier to prevent problems escalating.

Surrey continues to be a very low user of custody with just nine young people sentenced to custody in the last twelve months continuing a downward trend established over several years. Secure remands (to both secure units and prison custody) are also low with a total of 431 nights of such accommodation used last year. The Surrey system is therefore well positioned to take on the transfer of financial responsibility for young people remanded to youth detention accommodation following the implementation of the Legal Aid Sentencing and Punishment of Offenders Act from April 2013.

The challenge ahead is to balance the architecture of the new service – offering an integrated one stop service locally delivered in 11 borough hubs – while maintaining the skills of key practitioners in the context of reducing demand for youth justice services.

## Strategy

Our youth justice strategy is to embed restorative youth justice within an integrated approach to young people's needs, which ensures their successful transition to a productive, law-abiding adulthood. Surrey has strategically sited its youth offending services within a Youth Support Service which has the mission of full participation for all Surrey's young people. We know that those at greatest risk of offending are the least likely to be positively participating in the life of their communities; they are more likely to be out of education or employment, they are often marginalised from services and opportunities. By placing our youth offending services at the heart of an integrated approach to meeting the needs of a range of vulnerable young people we give ourselves the best opportunity of bringing them back into the heart of their communities and equipping them with the skills to become contributing adults. So far this integrated and restorative approach to meeting young people's needs has delivered outstanding results in youth justice arena.

To deliver the strategy we will:

- use restorative approaches to prevent offending, address offending effectively, improve victim satisfaction, raise public confidence and where appropriate to divert young people from the criminal justice system
- concentrate proportionately more resource on the smaller number of young people with more complex and higher risk issues where intensive support will reduce the risk of further offending and protect the public with particular attention to transitions to adult services for those with enduring needs
- maintain low use of sentence and remand custody by providing credible bail support and community sentence options
- deliver outstanding services to safeguard children and young people and ensure the protection of the public
- continue to focus on reducing the over-representation of looked after children in the youth justice system
- tackle four major risk factors in offending behaviour by supporting and enabling young people at risk of offending or re-offending to:
  - participate in purposeful activity including education, training and employment
  - live at home or find appropriate supportive alternative housing
  - lead lives free of dependency on drugs or alcohol
  - overcome the difficulties of emotional and mental health problems.

## Outcomes for 2012/13

Youth justice is now part of the integrated Youth Support Service. Surrey's youth justice outcomes continue to be some of the best in the country as reflected by the three Youth Justice Board national performance indicators:

### 1. Use of custody rate per 1,000 of 10-17 population

	Custody rate			Surrey's ranking	
	Surrey	South East	England	against South East	against England
April 2012 to March 2013	0.08	0.28	0.55	3 of 19	5 of 142
Change from April 2010 to March 2011 baseline	-0.13	-0.16	-0.35		

Nine young people received a custodial sentence in 2012/13. This is the lowest per capita use of custody in England for any sizeable authority and represents a 73% reduction in the use of custody for children and young people in Surrey over the last five years.

### 2. First time entrants rate per 100,000 of 10-17 population

	First time entrant rate			Surrey's ranking	
	Surrey	South East	England	against South East	against England
January 2012 to December 2012	151	459	537	1 of 19	1 of 142
Percentage change compared to 2007/08 baseline	-90%	-74%	-71%		

Surrey has achieved a 90% reduction in first time entrants (FTE) to the youth justice system in the year 2012/13 compared to the 2007/08 baseline. Surrey has the lowest FTE per capita in England.

### 3. Re-offending of 10-17 population

	Re-offenders			Surrey's ranking	
	Surrey	South East	England	against South East	against England
July 2010 to June 2011 (offending in subsequent 12 months)	33.6%	33.9%	36%	9 of 19	43 of 142
Percentage change compared to July 2008 to June 2009 baseline	+1.4%	Page 53 +2.4%	+3.5%		

The most recent Ministry of Justice figures (Jan 2013) for Surrey indicate a 32.7% re-offending rate for young people in Surrey. This figure only reflects offending by the 10% of young people remaining in the formal justice system, not those receiving youth restorative interventions (YRIs). The published re-offending figure represents a small upturn in re-offending which is attributable to the effect of reducing the overall number of young people convicted – those remaining in the system are a higher risk group who are more likely to re-offend. Re-offending rates for those receiving a YRI indicate a 26% reduction in re-offending compared with formal criminal justice sanctions (caution and prosecution) and overall offending and re-offending by young people in Surrey is reducing.

The driving force behind the improvement in youth justice outcomes has been the implementation of a restorative justice strategy across the partnership. Central to this has been the development of co-located youth integrated offender management unit staffed by police and Youth Support Service personnel, which has oversight of the vast majority of youth offences in the county. The development of the YRI as an alternative to formal criminal justice disposal has been the mechanism which has underpinned improved youth justice outcomes in Surrey. This has not only delivered much of the reductions in first time entrants, it has meant that victims are now routinely participating in the resolution of youth offences and are reporting increased satisfaction in the youth justice process as a result. In total the reduction in first time entrants in the last five years has meant there are more than 7,500 young people beginning adulthood without the burden of a criminal record.

The YRI has also been critical to the success of Surrey's reducing looked after children's offending strategy which has halved the number of looked after children offending. Particular success has been achieved in preventing Surrey's looked after children entering the criminal justice system for the first time (getting a criminal record) with no Surrey resident looked after child being a 'first time entrant' in 2011 or 2012. Surrey is leading work across the south-east region in order to ensure wherever our looked after children are placed they get the protection they require from offending and being drawn into the criminal justice system.

The focus of the Youth Support Service on increasing participation, preventing homelessness, developing more effective responses to emotional and mental health problems, and delivering improved services to support families, further supports the drive to reduce reoffending. This in turn will promote a further reduction in both remands and custodial sentences. The implementation of restorative approaches within the youth justice system enables Surrey to redirect resources from reacting to re-offending through court ordered interventions, to working with young people to reduce the risk factors that lead to offending behaviour as part of a broader strategy to remove barriers to participation in education, training and employment.

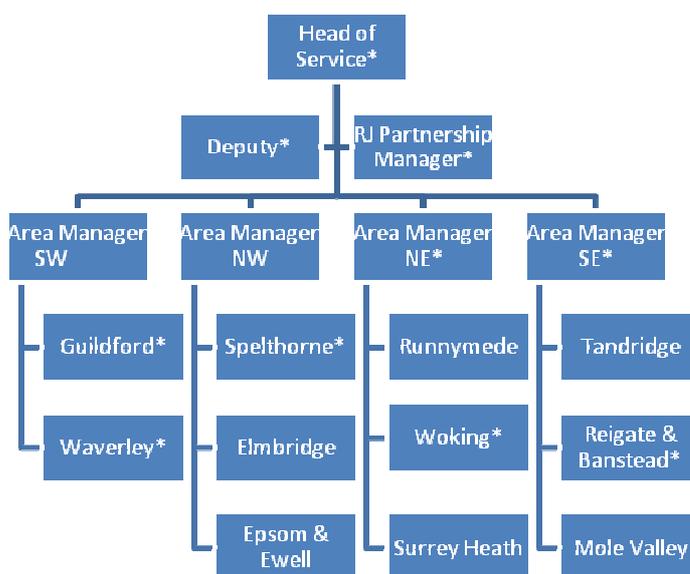
## Resourcing and value for money

**Outcome:** efficient deployment of resources to deliver effective youth justice services to prevent offending and reoffending.

The youth justice strategic plan should provide an overview of how the youth offending team management board and wider partnership will ensure that the youth offending team has sufficient resources and infrastructure that are appropriately deployed to deliver youth justice services in its area in line with the requirements of the National Standards for Youth Justice Services.

Youth justice services are delivered in Surrey by the integrated Youth Support Service (YSS). This new service delivers youth justice services alongside a range of other support for vulnerable young people through eleven borough teams grouped within four operational areas of the county. The diagram below shows how the service is organised in terms of our capacity to support and deliver youth justice services with those managers marked (\*) having significant youth justice experience. Other managers within the service bring complementary skills in youth work and careers guidance. Each of the eleven borough teams includes an appropriate complement of practitioners with youth justice skills and experience. We have three court locations at Guildford, Staines (in Spelthorne) and Redhill (in Reigate & Banstead).

**Simplified organisation chart showing management posts with youth justice expertise:**



## Bail and remand

An out of hours rota operates to provide cover for Surrey courts sitting on Saturdays and bank holidays. This enables the service to respond to unscheduled remand hearings and ensures that where possible young people are not remanded to youth detention accommodation (remand to prison custody or remand to secure facilities). The service has responsibility for youth homelessness prevention and is the single point of referral for all young people aged 16-18 presenting as homeless. The service commissions a range of supported accommodation options to meet the needs of young people combined with a strategy to enable young people to return home wherever it is safe and

feasible to do so. The availability of these resources enhances the service's capacity to meet the needs of young people who are at risk of being denied bail and help position the service to respond to the opportunity of the transfer of financial responsibility for young people remanded to youth detention accommodation following the implementation of the Legal Aid Sentencing and Punishment of Offenders Act from April 2013.

### **Youth restorative intervention (YRI)**

The YRI is a joint initiative with Surrey Police and extends the range of pre-court diversionary options and is generally (but not exclusively) deployed prior to either the youth caution or youth conditional caution. It offers offenders and victims the opportunity for timely and informal resolution of the harm caused by offending. As a consequence, the number of first time entrants (FTE) to the youth justice system fell by 59% in the year 2011/12 (564 in 2010/11 falling to 230 in 2011/12) and falling by a further 35% (to 149) in 2012/13.

Internal evaluation of the first year of the YRI's operation provides evidence of improved victim satisfaction, a 26% reduction in re-offending and value for money calculated at a speculative £4.2million lifetime saving to the Surrey tax payer since the YRI began. Furthermore, the 52% reduction in the overall number of 'youth disposals' in the last four years strongly supports a case for the YRI to continue to contribute to crime reduction and community safety. A more detailed external evaluation of the YRI has been commissioned to better understand the social and financial impact of the YRI.

YRI quality control and assurance includes quarterly reporting to the integrated offender management board; quarterly victim satisfaction survey; six monthly surveys of young people receiving YRIs; and a scrutiny panel that sits four times a year involving 'deep-dive' scrutiny of YRI casework. Membership of the scrutiny panel includes youth court chairs (magistrates), community panel members, Crown Prosecution Service, HM Court Service, and the assistant police and crime commissioner for victims.

### **Referral orders**

As with overall numbers of young people brought before the courts the number of referral orders has also been reducing. This is not least as a consequence of the introduction of the YRI described above. Furthermore, the introduction of the YRI and the associated lengthening of the road to the court door has meant a change in the profile of young people now made subject to referral orders. These young people are more likely than before to have complex needs and vulnerabilities, are more likely to have committed more serious offences, are less likely to have made full admissions at the outset and more likely to be subject to a referral order made for a longer duration.

Furthermore the YSS is mindful of the YJB review of 'panel matters' training for community panel members (and restorative justice facilitator training for youth offending team staff), and new legislation introduced during 2012 that removes the previous restrictions on the availability of the referral order in the youth court and implications for referral order practice brought about by our own service transformation.

For these reasons a short-life referral order review group has produced a review report with 39 recommendations for referral order practice improvement. This review report is currently subject to consultation with an anticipated timetable for implementing service improvements from January 2014.

The focus for change will be the accessibility of the referral order for victims of crime and to address the involvement and confidence of the local magistracy in the referral order practice.

### **Youth rehabilitation order**

The youth rehabilitation order (YRO) is a generic community sentence for young offenders and combines a number of sentences into one generic sentence. It is the standard community sentence used for the majority of children and young people who offend. It simplifies sentencing for young people, while improving the flexibility of interventions. The YRO represents a more individualised risk and needs-based approach to community sentencing, enabling greater choice from a 'menu' of requirements which include supervision (regular meetings with a supervising officer), groupwork, community reparation and unpaid work, curfew and intensive supervision and surveillance (see below). Within Surrey the YRO is used by courts to provide a bespoke supervisory community based programme for young people with an emerging pattern of criminality. The intensive supervision and support requirement is reserved for young people who present an elevated risk to the community and for whom courts are considering a custodial sentence.

### **Intensive supervision and support (ISS)**

ISS is delivered through our eleven borough teams which have access to a wide range of resources to support alternative to custody programmes. These include the group work programmes run in partnership with two local prisons ('Can do' at HMP Coldingly and for females only, 'New leaf' at HMP Send); the community reparation scheme and the Ready for Work programme (R4W) and access to an extensive outdoor learning and development programme. Together these resources can form the bulk of the ISS programme requirement. The number of ISS requirements in the last twelve months was exceptionally low at five orders (with low custody numbers also).

### **Custody**

During 2012/13 nine young people received a custodial sentence. There are two custodial sentencing options for courts, the detention and training order which offers sentences of up to 24 months (we had eight such DTOs in 2012); and longer section 90 and 91 sentences available to the Crown Court, for more serious crimes (we had one section 91 order in 2012). The number of custodial sentences in Surrey is the lowest per capita use of custody in England for any sizeable authority and represents a 73% reduction in the use of custody for children and young people in Surrey over the last five years.

### **Priority young persons**

The priority young person (PYP) scheme was introduced in Surrey in May 2012, as an evolution and improvement to our previous deter young offender (DYO) arrangements. It involves case managing Surrey YSS's most prolifically offending young people in partnership with police colleagues located within the youth integrated offender management (IOM) unit. The focus of this joint approach is on identifying these young people at the earliest opportunity and engaging them in restorative approaches wherever possible, in order to change behaviour. Early indications are that this scheme is supporting those young people identified to reduce their overall level and frequency of offending, in comparison to before the scheme was launched. The scheme and partnership approach will continue to be embedded over the coming year and its effectiveness will also continue to be monitored. A key measure of this will be the impact of the scheme on re-offending rates amongst our PYPs over a 12-month period.

**Resources for 2013/14 - contributions from partners:**

Partner	Cash contribution	Value of seconded posts	Total
<b>Police</b>	<b>0</b>	<b>88,000</b>	<b>88,000<sup>1</sup></b>
<b>Probation</b>	<b>0</b>	<b>132,000</b>	<b>132,000</b>
<b>Health</b>	<b>183,000</b>	<b>88,000</b>	<b>271,000</b>
<b>YJB</b>	<b>839,000</b>	<b>0</b>	<b>839,000</b>
<b>PCC</b>	<b>54,495</b>	<b>0</b>	<b>54,495</b>
<b>SCC</b>	<b>2,618,505<sup>2</sup></b>	<b>0</b>	<b>2,618,505</b>
<b>TOTAL</b>	<b>3,695,000</b>	<b>308,000</b>	<b>4,003,000</b>

<sup>1</sup>Police contribution: The cash figure quoted understates the value of the Surrey Police commitment to the youth integrated offender management unit supporting co-located joint decision making and joint delivery of the youth restorative intervention the full costs of which are not fully reflected here.

<sup>2</sup>Surrey County Council: Estimate based on 2011/12 historical budget for youth justice service.

## Structure and governance

**Outcome:** Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services.

### Youth justice partnership board

The youth justice partnership board has a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of performance of the youth justice system. The membership of the board provides senior representation from key partners to ensure that young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies in particular in support of the local authority's responsibilities under the Children Act 1989 and Crime and Disorder Act 1998 to:

- discourage children and young people within their area from committing offences
- take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area
- avoid the need for children within their area to be placed in secure accommodation.

The partnership board priorities for young people in the youth justice system in 2013/14 are:

1. improving participation rates
2. ending the use of bed and breakfast accommodation for 16 and 17 year olds
3. improving emotional and mental health of young people
4. reducing offending and re-offending with a focus on the most persistent and prolific
5. reducing an preventing offending by looked after children and young people
6. address the findings of the 'short quality screening' by HMIP in relation to safeguarding and public protection on non PSR cases
7. ensure that the risks presented by young people aged 18+ (the point of transition) are effectively managed by strong partnership work between the Youth Support Service and the Surrey & Sussex Probation Trust using seconded transitions probation officers.

### Board membership

Name	Post	Agency
Chairman: Nick Wilson	Director of Children's Services	Surrey County Council
Mary Angell	Cabinet Member for Children and Young People	Surrey County Council
Garath Symonds	Assistant Director for Young People	Surrey County Council
Frank Offer	Head of Commissioning	Surrey County Council
Ben Byrne	Head of Youth Support Service	Surrey County Council
Gordon Falconer	Community Safety Unit Senior Manager	Surrey County Council
Norman Fullarton	Area Head, Surrey Children's Service	Surrey County Council
Toby Wells	Deputy Head, Youth Support Service	Surrey County Council
Gavin Stephens	Assistant Chief Constable	Surrey Police
Lin Pedrick	Surrey Local Delivery Unit Director	Surrey & Sussex Probation Trust
Geoff Harris	Deputy Police and Crime Commissioner	Office of the Police & Crime Commissioner

Meg Webb	Magistrate	SW Surrey Bench
Douglas Spinks	Deputy Chief Executive	Woking Borough Council
Vicky Stobbart	Associate Director Children & Families	Guildford & Waverley CCG
Julie Cook	Chief Housing Officer	Elmbridge Borough Council

## Partnership arrangements

**Outcome:** Effective partnership arrangements are in place between youth offending team (YOT) statutory partners and other local partners that have a stake in delivering local youth justice services, and these arrangements generate effective outcomes for children and young people who offend or are at risk of offending.

The youth justice arrangements in Surrey are fully integrated within the new Youth Support Service which is involved in a range of partnership opportunities through formal and informal arrangements as follows:

Partnership	Benefits to the YOT/YSS
CAMHS Strategy Board	Opportunity to influence priorities and planning for CAMHS related services including maintaining commitment to existing resources (2 x band 7 health post) and access to universal and specialist mental health resources.
Criminal Justice Board	Board membership provides significant access to key decision makers and opportunities for influence on youth related matters.
Corporate Parenting Group	YSS representation on the corporate parenting groups ensures that we can promote strategies to reduce looked after children's involvement in the criminal justice system.
Youth Justice Advisory Committee	Quarterly meeting with the Resident Judge, Youth Panel Chairmen, legal advisers and CPS prosecutors which builds and maintains the confidence of sentencers in the Surrey youth justice offer.
Integrated Offender Management Unit (Youth)	Effective integrated working between YSS staff and Police Officers to administer and support the delivery of the Youth Restorative Intervention to both victims and offenders.
YRI Quality Assurance Panel	'Deep-dive' scrutiny of YRI casework. (Membership of the YRI QA Panel includes panel chairs (magistrates), community panel members, CPS, HM Court Service, and an independent 'Victims Champion').
DAAT Executive and DAAT Commissioning Group	Board membership provides opportunities to influence priorities and shape provision for young people.
Community & Public Safety Board	Range of community safety responsibilities, linkages to 11 Community Safety Partnerships. Opportunities for YSS to influence priorities and resource allocation.
Safeguarding Children's Board	Promote an appropriate focus on vulnerable teenagers including runaways and child exploitation as well as involvement in serious case reviews and quality assurance of safeguarding and public protect reports to the YJB.
14-19 Partnership Board	Increasing participation for vulnerable learners with

	opportunities for the YSS to shape and influence the 14-19 agenda.
Children's and Young People's Partnership Board (Surrey's Children's Trust)	An overarching group that promotes the well-being and achievement of Surrey's young people (3 board members also sit on the Children's Alliance board).
MAPPA Strategic Management Board	Ensures effective management of a very small number of high risk offenders (including some young people) who pose a risk to the public.
Health & Well-being Board	We anticipate that this board will be critical to developing the health and well-being of young people, especially those in more marginalised groups.

## Risks to future delivery

**Outcome:** The youth offending team has the capacity and capability to deliver effective youth justice services.

Risk	Action
The routing of a portion of YJB/MoJ funding through the police and crime commissioner could lead to a reduction in grant funding as youth justice may have to compete with other priorities for a smaller pool of community safety grant. This impacts on MoJ funding that in 2012/13 was around £110k.	The service will work with the police and crime commissioner to identify where service goals coincide with those of the PCC.
Difficulty recruiting and retaining qualified/experienced staff in a high cost area close to London where higher salaries are on offer.	Promote the benefits of an integrated service, offering wider scope for professional development and a work environment that offers a joined up approach to supporting vulnerable young people, including those involved in youth justice.
Proposed probation service reforms may require the partnership to work with a number of providers with the risk that the transitions work will become marginalised or fall victim to financial cuts.	Promote the profile of the transitions work within the partnership especially the benefits of effective management of the risks presented by complex cases moving from the youth to adult system.
Inspection – will the YSS be sufficiently in tune with the expectations of the inspectorate in view of strong emphasis (and considerable success) on pre-court diversion.	Maintain inspection preparedness with reference to inspection framework published by YJB/Ofsted.
Loss of focus on youth justice skills and focus within integrated service.	Support opportunities for practitioners and managers to maintain and develop youth justice skills. Lead responsibilities for youth justice identified within senior management portfolio.

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County Council Meeting – 10 December 2013

## REPORT OF THE PLANNING & REGULATORY COMMITTEE

- \* Mr Keith Taylor (Chairman)
- \* Mr Tim Hall (Vice-Chairman)
- \* Mr Ian Beardsmore
- \* Mrs Natalie Bramhall
- A Mrs Carol Coleman
- \* Mr Jonathan Essex
- A Mrs Margaret Hicks
- \* Mr George Johnson
- \* Rachael I. Lake
- \* Mr Ernest Mallett MBE
- \* Mr Michael Sydney
- \* Mr Richard Wilson

\* = Present

A = Apologies

### A. REVIEW OF SCHEME OF DELEGATION

1. The Committee considered a review of the current scheme of delegation following recommendations of the 2013 Planning Service Review and Peer Challenge to improve efficiency and reduce costs in the decision making process. The Committee heard that the potential benefits of increased delegation to officers are:
  - Applications dealt with more effectively & efficiently
  - More effective use of Member time
  - Greater capacity to deal with increasing work loads
  - Reduction in printing / admin related activities
  - Greater number of applications determined within required period (8 weeks for minor applications, 13 weeks for major applications and 16 weeks for major applications with Environmental Assessments)

These benefits are particularly important when considered in light of the large number of applications that are expected over the next five-year period from the school places programme. This forecast increase in the number of applications will create more demand on both officer and Member time. Revising the scheme of delegation is therefore vitally important to help ensure that the above benefits are realised and to enable the Planning & Regulatory Committee to deliver quality decisions to relevant applications within the required timescales.

2. Following a robust debate, the Committee supported the level of delegation being revised so that:
  - All details pursuant (applications relating to a previously granted permission) and non-material amendments (minor issues that do not change the principles of an existing permission) will be delegated to officers (irrespective of the number of objections).
  - Any full application with fewer than 5 objections, which is in accordance with the development plan and national policies will be delegated to officers.

- Any full application with fewer than 5 objections that is not in accordance with the development plan (i.e. waste development in Green Belt) and national policies will be delegated to officers in liaison with either the Chairman or Vice Chairman of the Planning & Regulatory Committee.
- Any application can come before committee if requested by the local member or a member of the Planning & Regulatory Committee.

As a prerequisite to the Scheme of Delegation being revised, the Committee requested a monthly list of planning applications received by the planning service. The first of these monthly lists has now been circulated to the Committee.

3. The Committee therefore **RECOMMENDS** to Council the following revisions to the Scheme of Delegation:

#### Planning

P1 – amend to state “Where fewer than 5 objections have been received and no request has been made by the local member or a member of the Planning & Regulatory Committee for the application to be determined by that Committee, to determine planning applications for minerals, waste development and County Council development which comply with the development plan and national policies”.

P2 – amend to state “Where fewer than 5 objections have been received and no request has been made by the local member or a member of the Planning & Regulatory Committee for the application to be determined by that Committee, and after consultation with the Chairman or, in his/her absence, Vice-Chairman of the Planning & Regulatory Committee, to determine planning applications for minerals, waste development and County Council development which do not comply with the development plan and national policies”.

P6 – amend to state “To determine all details pursuant applications (applications relating to a previously granted permission) irrespective of the number of objections unless a request has been made by the local member or a member of the Planning & Regulatory Committee for the application to be determined by that Committee”.

P7 – amend to state “(i) To determine whether county development applications and minerals and waste applications constitute a ‘non material amendment’ within section 96A of the TCPA, and (ii) To determine such applications, irrespective of the number of objections, unless a request has been made by the local member or a member of the Planning & Regulatory Committee for the application to be determined by that Committee.”

**Keith Taylor**  
**Chairman of the Planning & Regulatory Committee**  
**September 2013**

OFFICER REPORT TO COUNCIL



**AMENDMENTS TO THE SCHEME OF DELEGATION**

**KEY ISSUE/DECISION:**

To agree amendments to the Scheme of Delegation consequential on recent legislative changes.

**BACKGROUND**

1. Section 101 of the Local Government Act 1972 enables the Council to arrange for the discharge of its functions through a Committee, Sub Committee or an officer of the Council. These arrangements are documented in a Scheme of Delegation, which forms Part 3 of the Council's Constitution (If Members wish to consult their hard copy of the Constitution these are the mauve pages). Section 2 of the Scheme of Delegation deals with delegations to Committees and Sub Committees of the Council, whilst Section 3 deals with delegation to officers.
2. There have been some statutory changes to the Council's functions, which are not adequately reflected in the Scheme. In order to clarify current responsibilities, this report recommends changes in wording to an approval delegated to the Planning and Regulatory Committee, adds the Public Health function to the Scheme and makes another minor change in the Proper Officer role of the Head of Cultural Services.

**PUBLIC HEALTH:**

3. Responsibility for public health functions transferred to the County Council in April 2013 under the Health and Social Care Act 2012. As part of the transition arrangements, specialist staff moved from the NHS to the County Council to establish the Public Health Team, under the leadership of the statutory Director of Public Health role. At the same time, the County Council established a Health and Wellbeing Board, which was formalised by the Council within the Constitution in March 2013.
4. In May 2013, the Leader announced his new Cabinet, which included responsibility for Public Health within the portfolio of the Cabinet Member for Public Health and Health and Wellbeing Board.
5. As Public Health is now a function of the Council, any decisions relating to public health are handled in line with the Council's Constitution, including the

Scheme of Delegation and Procurement Standing Orders. However, Public Health is not currently included in the Scheme of Delegation to Officers and therefore the administrative and management responsibilities of the Director of Public Health are not documented.

6. To ensure clarity of roles, the County Council is asked to agree to add the Director of Public Health to the general delegations to officers (Section 3, Part 3 of the Scheme of Delegation.)

## **CIVIL PARTNERSHIPS**

7. The Council is the county authority with legal power to approve the buildings (for example hotels or historic buildings) in which civil marriages and civil partnerships may be solemnised. The Marriages and Civil Partnerships (Approved Premises) (Amendment) Regulations 2011 also allow civil partnership ceremonies to be conducted in places of worship in England and Wales. Approval of premises for civil marriages has been delegated by Council to the Planning and Regulatory Committee, but the delegation does not mention civil partnerships, neither does the delegation to the Head of Cultural Services reflect the most up to date legislation.
8. To ensure clarity of roles and responsibilities in this area this report asks council to agree to update the Scheme of Delegation to better reflect the responsibilities of both Planning and Regulatory and the Head of Cultural Services.

## **DETAIL OF THE PROPOSED AMENDMENTS**

9. The paragraphs of the Scheme of Delegation including the proposed amendment are set out below. In each case the amendment adds additional words and these are underlined:

### 9.1. Section 2 of the Scheme of Delegation

Paragraph 6 of Section 2 deals with those Council functions delegated to Committees. Paragraph 6.3 (e) as amended, would read:

#### **(e) Births, Deaths and Marriages**

Power to approve premises for the solemnisation of civil marriages and the formation of civil partnerships and to approve the licensing of religious buildings for civil partnerships.

### 9.2. Section 3 of the Scheme of Delegation

- i. Part 2 of this section deal with general delegation to officers and sets out the Council's Management Structure. The Director of Public Health is directly accountable to the Chief Executive, but reports to the Assistant Chief Executive for administrative management arrangements. The amended table of responsibilities would read:

TITLE OF POSTHOLDER	SUMMARY OF AREA OF RESPONSIBILITY
Chief Executive	Head of paid service and responsible for the overall management of the workforce and the authority.
Assistant Chief Executive	Jointly responsible with the Chief Executive and the Strategic Directors for the overall performance of the paid service.  Overall responsibility for Communications, Policy and Performance, <u>Public Health</u> and Legal and Democratic Services.
Head of Communications	Responsible for the communications strategy for the Council, and for the management of Communications.
Head of Legal and Democratic Services	The Council's Monitoring Officer in accordance with Section 5 of the Local Government and Housing Act 1989 and Chief Legal Adviser, responsible for the management of Legal and Democratic Services.
Head of Policy and Performance	Responsible for leading the Policy and Performance Service, developing the Council's policy framework, the Council's corporate centre of expertise on performance, quality and project management and provider of the Council's internal audit function.
<u>Director of Public Health</u>	<u>Responsible for leading the Public Health Service, including the public health mandatory and non mandatory functions that include delivering the health improvement, health protection and healthcare quality functions of the council.</u>

- ii. Part 4 of this section deals with Proper Officer functions, by identifying those Council officers who can exercise specific functions identified in legislation. As amended this would now include:

**Marriages and Civil Partnerships (Approved Premises) Regulations 2005**

Head of Cultural Services	To be the Proper Officer for the purposes of the Registration Act 1953, the Marriage Act 1949 (as amended by the Marriage Act 1994) <u>the Civil Partnership Act 2004, the and the Marriages and Civil Partnerships (Approved Premises) (Amendment) Regulations 2011 and to</u>
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	set fees and offer discounts where applicable.
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**RECOMMENDATION:**

That the Council agrees to amend the Scheme of Delegation as set out in detail above.

**REASONS FOR RECOMMENDATIONS:**

To ensure the Scheme of Delegation adequately reflects the Council's current powers and responsibilities.

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**LEAD/CONTACT OFFICER:** Ann Charlton, Head of Legal & Democratic Services

**TELEPHONE NUMBER:** 020 8541 9001

## 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 9 December 2013.

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON 22 OCTOBER 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 Marisa Heath

\* = Present

**PART ONE**  
**IN PUBLIC**

**85/13 APOLOGIES FOR ABSENCE [Item 1]**

There were no apologies.

**86/13 MINUTES OF PREVIOUS MEETING: 24 SEPTEMBER 2013 [Item 2]**

The Leader informed Cabinet that an email had been received from Jenny Desoutter requesting that the spelling of her name was corrected and saying that she did not agree with the text relating to her supplementary question (item 146/13). The Leader apologised for the misspelling of her name, which had since been corrected but said that he believed that the minute was reflective of what was said at the meeting.

Therefore, the minutes of the meeting held on 24 September 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]**

There were none.

#### **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 1.

Mr Beaman referred to the challenging financial times but he considered that the level of the bus service provided in the Farnham area was already 'basic' and asked the Cabinet Member for Transport, Highways and Environment to comment. The Cabinet Member acknowledged the challenges ahead but agreed to note the points made by Mr Beaman.

Mr Crews was unhappy with the response to his question. He informed Cabinet that he had been asked to submit his paperwork to the National Audit Office and asked the following supplementary questions:

- When was Charlton Lane due to reach financial close?
- What was the last date by which planning permission must be obtained for Charlton Lane, in order to meet the terms and conditions of the Defra grant support?
- There was a report that a £30m sinking fund had been set up by Surrey County Council and what was this fund for?

The Leader of the Council said that he would receive a written response to his questions outside the meeting.

#### **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 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]**

##### **(a) COUNCIL OVERVIEW AND SCRUTINY COMMITTEE - DIGITAL BY DEFAULT [Item 5a]**

The recommendations of the Council Overview and Scrutiny Committee were circulated with the agenda. The response of the Cabinet Member for Business Services was tabled at the meeting and is attached as Appendix 2 to these minutes.

#### **93/13 PUBLIC SERVICE TRANSFORMATION [Item 6]**

The Leader of the Council said that the County Council, together with partners in Surrey, had a shared ambition to transform services and outcomes for

Surrey residents. The intention was for services to deliver much better value for money, with the changes providing significant benefits for Surrey residents and that it was critical to demonstrate to Central Government that this organisation was serious about transforming public services.

This report also provided an update on the Joint Statement of Intent being developed with the Public Service Transformation Network, which would set out key objectives, milestones and responsibilities for partners, including the support the Network would provide.

Other Cabinet Members were invited to comment on the report and the outline business cases set out in the Annex to the report, for the following strands:

- Emergency Service Collaboration
- Surrey Family Support Programme
- Better Use of Public Sector Assets
- Skills for the Future (14-25)
- Health and Social Care Collaborative – Dementia Friendly Surrey

They made the following points:

- The transformation of how Emergency Services worked together was an exciting project, which if delivered would benefit communities and collaborative working would create an improved and more cost effective service.
- Preventative work, including the 'Stay Alive' project were mentioned.
- Surrey was leading the way in its work with 'blue light' services
- The success to date of Surrey's Family Support programme, which since October had been rolled out across the whole county. The key objective was to turn the lives around for those families on the programme and whilst it had been a challenging piece of work, the Council had been recognised by Government as a leading authority in this area.
- On better use of public assets – this work had also been recognised and Surrey was now one of the 12 regional pilots working with the Government Property Unit.
- The Skills for the Future workstream would be designed to transform the various pathways for young people aged 14 – 25 years old towards sustainable and rewarding employment and to prevent as many young people as possible from becoming NEET (Not in Education, Employment or Training).
- To provide a skilled workforce for Surrey Businesses.
- On the final stream – a dementia friendly Surrey, it was acknowledged that this was the fastest growing illness and the service needed to change to cope with increased demand - all public services in Surrey needed to work together to tackle the challenges collectively.
- The initiative was welcomed and Annex B, the Surrey Joint Statement of Intent was commended.
- The importance of using Public Health knowledge across the Council.
- That this work had been recognised by Brandon Lewis, the Parliamentary Under Secretary of State for Department of Communities and Local Government and that the Cabinet hoped that

Surrey County Council would lead the way in transforming Public Services.

**RESOLVED:**

1. That the progress made in developing the scope of the programme, represented by the public service transformation outline business cases, as set out in Annex A of the submitted report be noted, and officers be asked to continue developing full business cases for consideration at the February 2014 Cabinet meeting.
2. That Surrey's Joint Statement of Intent, as set out in Annex B of the submitted report be agreed on behalf of the council, and the Chief Executive be instructed, in discussion with the Leader, local partners and representatives of central Government, to continue to update this as the programme develops.
3. That the offer of funding from the Transformation Challenge Award be accepted, and the Department for Communities and Local Government be thanked for its contribution to the costs of developing this important work on behalf of the relevant partners in Surrey and Sussex.
4. That partner organisations have their own governance requirements and processes, which they will need to follow to agree and sign-off further business cases and implementation plans.

**Reasons for Decisions:**

Partners in Surrey have a shared ambition to transform services and outcomes for Surrey residents. The vision is that across the public sector, services will shift from an emphasis on high cost responses towards prevention and earlier intervention. The intention is for services to deliver much better value for money.

The council is working closely with partners to develop its plans for public service transformation in Surrey. The outline business cases provide the evidence, both to the council and to partners, that the case for change and potential benefits are sufficiently strong to justify more detailed work on each of the proposals.

**94/13 FAIRNESS AND RESPECT STRATEGY 2013-2018 [Item 7]**

The Cabinet Member for Business Services highlighted the key points from 'Confident in our Future: Fairness and Respect Strategy', which was designed to meet the Council's responsibilities under the Equality Act 2010 and further embed Fairness and Respect across the Council. She also brought the Equalities Impact Assessment to the Cabinet's attention.

The Deputy Leader stressed the importance of a Corporate Strategy. Other Members indicated their support for Annex 1, to the submitted report, which set out the case for fairness and respect and also highlighted the diversity of the county of Surrey.

The Cabinet Associate for Fire and Police services publically thanked the Council's External Equality Advisory Group for their valuable input into the strategy.

**RESOLVED:**

That the Confident in our Future, Fairness and Respect Strategy 2013 – 2018, as set out in Annex 1 of the submitted report, be approved.

**Reasons for Decisions:**

Approving the Confident in Our Future, Fairness and Respect Strategy 2013-2018 will support the delivery of the Council's commitment to promote Fairness and Respect in the services it provides and in its workforce. It will also ensure that statutory requirements for the publication of equality objectives continue to be met.

**95/13 COMMUNITY PARTNERED LIBRARIES PROGRESS REPORT [Item 8]**

In introducing this progress report, the Leader of the Council said that he believed that Cabinet had made a brave decision not to close any Surrey libraries in this challenging economic climate but had taken the decision to find new ways to sustain the network, by increasing community involvement. He considered that the introduction of the Community Partnered Libraries (CPLs) would not have been possible without the outstanding work of the library team.

The Cabinet Member for Community Services said that this report provided Cabinet with an update of progress since the implementation of the decision to set up CPLs. She also thanked the Communities Select Committee for its input and the volunteers from local communities, some of whom had attended the select committee to give their views on CPLs. She drew attention to Annex 1 which provided a detailed commentary on each CPL and confirmed that the remaining four CPLs were at various stages of negotiation and implementation. She also informed Cabinet that the Lord Lieutenant had expressed a desire to visit some CPLs and she hoped that these visits would be arranged shortly. Finally, she thanked Peter Milton, Rose Wilson and their team for their work in setting up the CPLs, which had included training the volunteers.

Other Cabinet Members made the following points:

- Supportive of CPLs which had often been able to increase their opening hours and provide evening talks.
- Newly acquired skills and the growing confidence of volunteers.
- The number of people wanting to become volunteers.
- Commending the Equalities Impact Assessment and the progress made but stressing the importance of its continued monitoring.
- The establishment of micro libraries.
- Acknowledgement that Mr Geoff Marlow, former Chairman of Surrey County Council, and his wife had 'laid the groundwork' for establishing the first CPL in Byfleet.

## **RESOLVED:**

Having taken account of the equalities analysis set out in the impact assessment and update of the submitted report:

- a. That the vote of thanks, expressed by the Communities Select Committee on 26 September 2013 and Library Service to all volunteers and communities who have been involved with the success of this initiative, be endorsed.
- b. That the progress made in implementing its decision on 24 July 2012 establishing 6 out of 10 Community Partnered Libraries (CPLs) be noted, and the Cabinet looked forward to the remaining 4 libraries opening as CPLs.

## **Reasons for Decisions:**

Implementing the CPL policy has marked a major step change in how access to library services is delivered in Surrey. Working with CPLs is providing both libraries and SCC with new learning experiences in how community led provision can make the range of services offered at these libraries more accessible and diverse, helping to improve services in the future.

Implementation has also required substantial input from the Council's Legal and Property services, and support from Finance, Audit and Insurance. Introducing, supporting and developing the CPL model has involved all aspects of the Library Service and has led to a number of improvements. These include training and how library staff working with volunteers, as well as a clearer vision of how libraries in general can maintain their position at the heart of their communities, as community hubs, in a changing world.

The successful implementation of CPLs, at six libraries to date, is a reflection of the hard work and dedication of the council officers involved, and the commitment of the CPL steering groups and volunteers.

Evidence from customers and volunteers indicates that the CPLs are a valued complement to the Surrey library network, operating with a renewed sense of purpose and vigour and with ambitious plans for future development.

## **96/13 APPOINT A NUMBER OF SUPPLIERS TO SURREY COUNTY COUNCIL AND EAST SUSSEX COUNTY COUNCIL FRAMEWORK FOR LIBRARY FIT OUTS [Item 9]**

The Cabinet Member for Community Services said that in May 2013 Surrey County Council (SCC) and East Sussex County Council (ESCC) agreed to enter into a joint framework agreement, with SCC as the Lead Authority, to satisfy the requirements for the procurement of the final design, consultancy, supply and installation of the soft fit out of a range of potential library refurbishment projects between 2013 and 2017.

The Cabinet Member for Business Services said that this was amongst the first joint-frameworks between Surrey County Council and East Sussex

County Council since the merger of Procurement services and demonstrated the effectiveness of joint council working and the potential financial savings that could be achieved and due to the commercial sensitivity involved in the framework award process, the names and financial details of the recommended suppliers were set out in the Part 2 Annex (item 18).

**RESOLVED:**

That the award be approved and five suppliers be appointed to the Framework for Library fit outs, to work to a set specification which will allow SCC and ESCC to utilise the appointed suppliers for projects as they arise through the use of mini- competitions. The new Contracts will be operational from November 2013 for three years with an option to extend for further 12 months.

**Reasons for Decisions:**

The overarching aim of the framework is the efficient delivery of library refurbishments, to develop a library environment that creates a sense of excitement amongst users and promotes books and reading. The profile of SCC's and ESCC's libraries will be raised and library use within the community increased.

Surrey County Council's Library service has undertaken a major programme of library refurbishments since 2004. Thirty of SCC's libraries have been refurbished to a high standard working with a range of suppliers over that period. A continuing programme of refurbishment is dependent upon the agreement of the funding which will be considered as part of the Medium Term Financial Planning (MTFP) process. The agreed MTFP capital programme, however, includes a number of projects which will require the services of skilled and experienced fit-out suppliers over the duration of the framework agreement. These include the fit-out of Cobham Library and the development of a community hub in Merstham. ESCC has an immediate requirement for a major library refurbishment in Hastings and other projects over the next two years amount to £750,000.

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.

The suppliers have listed a range of discounts up to a maximum of 27.5% on their products, guaranteed for a year. SCC and ESCC expect to achieve further reductions throughout the life of this Framework. Wherever possible, we would expect appointed companies to sub-contract elements of the fit-out work to local companies in order to meet SCC's business target to support the local economy.

**97/13 SURREY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2012 - 2013 [Item 10]**

The Cabinet Associate for Adult Social Care informed Members that there was currently no statutory requirement to have Surrey Safeguarding Adults board (SSAB) but that once the Care Bill was enacted, it would become a

statutory requirement. The SSAB was a non-statutory, multi-agency Board that was chaired by an independent chairman, Simon Turpitt and he was delighted to be able to present his report directly to Cabinet.

Mr Turpitt said that he had only been Chairman of SSAB since June 2013 and the report reflected the year prior to his appointment. He referred to the forthcoming awayday where strategy and goals would be agreed and he also confirmed that SSAB would learn from the findings of the serious case reviews. Finally, he thanked Members for their support and said that their engagement was critical to the work of the Board.

**RESOLVED:**

That the Surrey Safeguarding Adults Board (SSAB) Annual Report be noted, prior to it being published.

The SSAB will take the detail of this report and a strategy be developed to address the concerns identified in the report. The strategy will come before Cabinet in the New Year.

**Reasons for Decisions:**

Accepting the recommendation will provide evidence the council has fulfilled its obligations to co-ordinate the activities of the Safeguarding Adults Board. It would provide information to the public on the performance of the Board in the delivery of its strategic plan.

When the Care Bill 2013 becomes enacted, it will be a statutory requirement for Safeguarding Adults Boards to produce and publish an Annual Report and for the report to be shared with the local police, Healthwatch and the Health and Wellbeing Board. The Surrey Safeguarding Adults Board wish to comply with these requirements in advance of the statutory duty. Providing paper copies to Surrey libraries will make the report easy to access for Surrey residents who do not have internet access.

**98/13 SURREY SAFEGUARDING CHILDREN'S BOARD ANNUAL REPORT 2012 - 2013 [Item 11]**

As Mrs Alex Walters, the independent chairman of the Surrey Safeguarding Children Board (SSCB) was unable to attend this meeting to present their annual report 2012 – 2013, the Cabinet Member for Children and Families introduced it. She said it was a statutory, multi agency board and their annual report detailed the effectiveness of safeguarding and child protection practice by partner organisations in Surrey and was presented to Cabinet for information.

The period covered by this report had been one of considerable change for the Board and all its partner agencies, which had involved Budget constraints and major organisational restructure. It also set out the significant amount of work that had taken place regarding safeguarding. Finally, the Cabinet Member referred to the six recommendations of the Surrey Safeguarding Children Board report and in particular, referred to reducing the impact of

domestic abuse on children (recommendation 1) and stressed the importance of listening to young people.

The Cabinet Member for Public Health and Health and Wellbeing Board confirmed that both this report and the Surrey Safeguarding Adults Board report would also be considered at a forthcoming Health and Wellbeing Board.

**RESOLVED:**

That the Surrey Safeguarding Children Board Annual Report be noted, prior to it being published.

**Reasons for Decisions:**

The Board was constituted Under Section 13 of the Children Act 2004; its objectives are set out in Section 14 of the Children Act 2004. Regulation 5 of the Local Safeguarding Children Board (LSCB) Regulations 2006 set out the statutory functions of the LSCB.

Section 14a of the Children Act 2004 required that the independent Chairman published an Annual Report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.

Accepting the recommendation would provide evidence that the council had fulfilled its obligations under Section 13 of the Children Act 2004.

**99/13 SCHOOLS' FUNDING FORMULA 2014/15 [Item 12]**

Schools were funded on a formula basis determined by local authorities. New regulations introduced in 2013 reduced the freedoms available to local authorities and introduced greater standardisation. Surrey was a relatively lowly funded authority and previously had a relatively complex formula for allocating funding to its schools, which had been developed with schools and was recognised to reflect local needs. Many Surrey schools were therefore disadvantaged by the introduction of greater simplification.

Following challenges from Surrey and other councils, the Department for Education (DfE) has now agreed a number of minor flexibilities for 2014/15. Unfortunately they did not address the key concerns of Surrey's schools. Proposed amendments to the Surrey formula from April 2014 have been developed to ensure compliance with the updated regulations and to seek to address local concerns. These have been consulted on with all schools.

The Cabinet Member for Schools and Learning said that the report set out the recommendations to the Cabinet from the Schools Forum (Annex 2 of the submitted report) and that the council was required to submit its proposed schools' funding formula to the Education Funding Agency by 31 October 2013.

Both the Cabinet Member and the Cabinet Associate for Fire and Police Services referred to the Equalities Impact Assessment and the affect that the proposed simplification of the formula would have for some Surrey Schools.

The Cabinet Member also referred to the Minimum Funding Guarantee (MFG) – this would place a limit on the funding reductions incurred by schools to a maximum of 1.5% per pupil, which would be funded by a ceiling placed on the gains of other schools.

**RESOLVED:**

1. That the proposed revisions to the schools' funding formula, as recommended by the Schools Forum and set out in Annex 2 of the submitted report, be introduced.
2. That the proposed Surrey formula factors, as set out in Annex 3 of the submitted report, be approved for submission to the DfE by the 31 October 2013 deadline.
3. That authority be delegated to the Assistant Director, Schools & Learning, in consultation with the Leader and the Cabinet Member for Schools & Learning, to update and amend the formula as appropriate following receipt of DfE autumn term pupil data in December 2013. This is to ensure that total allocations to schools under this formula remain affordable within the council's Dedicated Schools Grant settlement to be announced during December.

**Reasons for Decisions**

To comply with DfE regulations including prior notification of the council's funding formula for schools and to ensure that turbulence of funding at individual school level is minimised.

**100/13 BUDGET MONITORING REPORT FOR SEPTEMBER 2013 [Item 13]**

The Leader of the Council presented the council's financial position at the end of period 6 (September) of the 2013/14 financial year and focused his introductory comments around the four core elements of the Council's financial strategy to:

- Balance the 2013/14 revenue budget;
- Reduce reliance on council tax and government grants;
- Continuously drive the efficiency agenda; and
- Continue to maximise our investment in Surrey.

On the Revenue Budget, he highlighted the following points:

- The financial position seemed to be progressing well through continued achievement of efficiencies and service reductions and in the face of growing demand for the Councils' services.
- The forecast end of year position for all services was for a small underspend of £1.4m. This was a £2.0m improvement on August's position. The budget prudently provided a £13m risk contingency (to mitigate the risk of non-delivery of service efficiencies) that had not yet been used. This meant that the overall year end forecast was a £14.4m underspend.

On reducing reliance on council tax and government grants, he said that it was key to the Council's ability to balance the budgets in the longer term. One of the projects helping achieve this was the revolving to generate net income of £0.8m, which would be re-invested into the fund to support further growth.

In relation to the efficiency agenda, he made the following comments:

- The revenue budget required total efficiencies of over £68.3m (this was in addition to £196m already achieved over the last three years). Services were making good progress in delivering these, with a forecast of £63.6m for the full year.
- The increase in the forecast underachievement was due to slippage in ASC's innovative social capital strategy.
- £18m efficiencies had already been achieved this year and there was an increased confidence in many service areas. At the half way point in the year, there was still a long way to go and considerable risks remain. Members would continue to monitor the achievement of efficiencies closely.

On continuing to maximise investment in Surrey he said that the council's capital programme not only improved and maintained service delivery, but was also a way of raising additional income. At the start of the year, the 2013/14 capital programme was reviewed and a small number of schemes were re-profiled and the current forecast was that service capital budgets would underspend by £9.5m. This was due to delays with planning issues and archaeological finds.

Other Cabinet Members were invited to highlight the key points and issues from their portfolios, as set out in the annex to the report.

#### **RESOLVED:**

1. The forecast revenue budget underspend for 2013/14 of £1.4m on services, and adding the unused £13m risk contingency brings this to £14.4m overall, as set out in paragraph 1 of the submitted report, be noted.
2. The forecast ongoing efficiencies & service reductions achieved by year end, as set out in paragraph 63 of the submitted report, be noted.
3. The forecast capital budget position for 2013/14, as set out in paragraphs 66-70 of the submitted report, be noted.
4. That management actions to mitigate overspends, as set out throughout the submitted report, be noted.
5. The quarter end balance sheet, as at 30 September 2013, and movements in earmarked reserves and debt outstanding, as set out in paragraphs 71 to 78 be noted.
6. That the request to drawdown the unused 2011/12 Whole System funding (£7.5m) to cover slippage on social capital saving, paragraph 13 of the submitted report, be approved.

### **Reasons for Decisions**

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

### **101/13 OPTIONS APPRAISAL: IN-HOUSE SUPPORT SERVICES FOR WORKING AGE ADULTS AND OLDER PEOPLE WITH DISABILITIES [Item 14]**

The Cabinet Member for Adult Social Care informed Members that, in response to the 2012 Learning Disability Public Value Review (PVR) and the Council's Learning Disability Commissioning Strategy, Adult Social Care was exploring how in-house services could be further developed to support the personalisation agenda.

This report presented part of Adult Social Care's response to the challenges and built on the Cabinet decision of 26 March 2013 to support innovative models of service delivery, including trading ('Strengthening the Council's Approach to Innovation: Models of Delivery'). The report considered options for the future provision of day and community support services for working age and older adults with disabilities. Three options were assessed:

1. stay "as is"
2. de-commission services and re-commission in the market
3. adopt a different model of delivery.

He said that the preferred option was option 3 and a more detailed business case would be submitted to Cabinet in December 2013.

### **RESOLVED:**

To meet both current and future needs of customers and secure the long term sustainability of services:

1. That the formal exploration of the benefits of establishing a Local Authority Trading Company (LATC) for in-house services be approved in principle, including:
  - Day Services for people with learning disabilities and physical disabilities
  - AboutUs Accessible Learning Team
  - EmployAbility
  - Shared Lives Service
  - Personalisation Team
  - New services to be developed to meet projected demand.
2. That a more detailed business case be submitted for Cabinet approval in December 2013, including an Equalities Impact Assessment and plans for formal consultation.

### **Reasons for Decisions**

Initial financial analysis indicates that the LATC model offers a potential financial benefit to the Council; derived from the recovery of costs of service

delivery and sustained growth with a corresponding income stream to the Council over the next five years.

This structure would also facilitate innovation and the development of new services to meet the needs of a wider range of potential customers, not restricted to those assessed as eligible for Council support, and through the retention of a skilled, experienced, and valued workforce as part of a strong Surrey County Council provider brand.

### **102/13 EARLSWOOD JUNIOR SCHOOL, REDHILL AND LANGSHOTT INFANT SCHOOL, HORLEY [Item 15]**

The Cabinet Member for Assets and Regeneration Programmes said that, as Members were aware, there was significant demand for new schools places within Surrey and for the improvement of existing accommodation, which was largely being addressed through the County's five year 2013-18 Medium Term Financial Plan.

Earlswood Junior School, Redhill and Langshott Infant School, Horley had been identified within the programme as requiring expansion through the provision of permanent adaptations and additions to their existing facilities and approval was sought for the individual business cases for expansion and creation of additional places at both schools to meet the demand.

He also said that all school expansions were good examples of different services working well together.

The Cabinet Member for Schools and Learning supported the expansion of both schools and commended the Council for its School Expansion Programme.

#### **RESOLVED:**

That the expansion and adaptation of the schools, as detailed in the submitted report, be agreed in principle, subject to the consideration and approval of the detailed financial information for Earlswood Junior School, Redhill and Langshott Infant School, Horley, as set out in Part 2 of this agenda (agenda items 19 and 20 respectively)

#### **Reasons for Decisions**

The schemes deliver a value for money expansion and improvements to the schools and their infrastructures, which supports the Authority's statutory obligation to provide additional school places and appropriate facilities 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.

**103/13 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 16]**

**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 under delegated authority.

**104/13 EXCLUSION OF THE PUBLIC [Item 17]**

**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.

**105/13 APPOINT A NUMBER OF SUPPLIERS TO SURREY COUNTY COUNCIL AND EAST SUSSEX COUNTY COUNCIL FRAMEWORK FOR LIBRARY FIT OUTS [Item 18]**

This item was the confidential annex for item 9 on the agenda.

**RESOLVED:**

That the following suppliers for SCC and ESCC Framework for Library Fit Outs be agreed:

- Opening the Book Ltd
- FG Library Products Ltd
- TT Solutions and Interiors Ltd
- Demco Interiors
- The Design Concept

**Reasons for Decisions**

As set out in the part 1 report.

### **106/13 EARLSWOOD JUNIOR SCHOOL, REDHILL [Item 19]**

The Cabinet Member for Assets and Regeneration Programmes said that this item was the confidential annex to item 15 and set out the business case for the provision of a permanent one form of entry (120 places) increase at Earlswood Junior School from three forms of entry (360 places) to four forms of entry (480 places) to meet basic need requirements for primary places in the Redhill area.

The Cabinet Member for Schools and Learning confirmed her support for this school expansion.

#### **RESOLVED:**

1. That the business case for the project to permanently expand Earlswood Junior School at a 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, in consultation with the Cabinet Member for Assets and Regeneration Programmes and the with the Leader of the Council be approved.

#### **Reasons for Decisions**

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

### **107/13 LANGSHOTT INFANT SCHOOL, HORLEY [Item 20]**

The Cabinet Member for Assets and Regeneration Programmes said that this item was the confidential annex to item 15 and set out the business case for the provision of a permanent two form entry (420 places) primary school to replace the existing two form entry (180 places) infant school, thereby creating an additional 240 places as part of the Schools Basic Need Programme.

Both the Cabinet Member for Schools and Learning and the Cabinet Associate for Fire and the Police Services confirmed their support for this school expansion, which also had the support of the local Member.

#### **RESOLVED:**

1. That the business case for the project to construct a new classroom block and associated extension works at a 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, in consultation with the Cabinet Member for Assets and Regeneration Programmes and the Leader of the Council be approved.

### **Reason for Decisions**

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

### **108/13 TREASURY MANAGEMENT ISSUE (SPECIAL URGENCY) [Item 20a]**

The Cabinet considered a matter relating to treasury management. This item was considered under the Special urgency procedure, having obtained the agreement of the Chairman of the Council Overview & Scrutiny Committee, as a decision could not reasonably be deferred. The report on this item had been circulated in Part 2 of the agenda as it contained information exempt from Access to Information requirements by virtue of paragraph 3 – information relating to the financial or business affairs of any particular person.

#### **RESOLVED:**

1. That, on the Council's behalf, the Local Government Association (LGA) and its legal representatives be authorised to represent the Council in negotiations on a basis, as set out in the part 2 report.
2. That a reserve price, as set out in the submitted report, be submitted to the LGA and its representatives, whilst recognising that a lower price may still provide fair value for the council.
3. That the Chief Finance Officer, in consultation with the Leader and / or Cabinet Member for Business Services be authorised, to conduct any further negotiations required on the sale price and accept a final sale price on behalf of the council.
4. That a report be brought to the next meeting of Cabinet following the conclusion of the process to advise on the outcome.

#### **Reasons for Decisions:**

The LGA have been acting on behalf of the council. Given the continuing uncertainty over the timing and amount of the final settlement, the council needs to ensure that it receives the best value for money. The council needs to send its authorisation to the LGA by 25 October 2013.

*[The decisions on this item were taken under the Special Urgency procedures as they could not be reasonably deferred and come into immediate effect]*

### **109/13 PUBLICITY FOR PART 2 ITEMS [Item 21]**

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.

[Meeting closed at 3.45pm]

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**Chairman**

**Public Questions**

**Question (1) from Mr David Beaman**

Many local authorities have either already announced or are currently in consultation over reductions in bus services arising from further known reductions in local authority expenditure. Although Surrey County Council's budgets for 2014/15 have still to be finally agreed it is known that there will be reductions in grants received from Central Government. Despite the economic pressures will Surrey County Council recognise that buses play an important part in the lives of many people and in particular the elderly, young mothers with pushchairs and those with mobility difficulties who are unable to hold a driving licence and undertake to maintain the amount available for subsidising bus services that cannot be operated commercially but meet identified social needs. The bus network provided in Farnham (population 38,000) can be at best described as being basic and used as a means of transport of last resort with any further cuts likely to result in problems of social exclusion which could result in other costs being incurred which are greater than any amount saved by any reduction in payment of bus service subsidies.

**Reply:**

Surrey County Council recognises that the existence of an appropriate network of local bus services or Community Transport services, supports wider policies and agendas, such as enabling the ability to travel for all sectors of the community, including the elderly, the young and vulnerable groups, access to work and employment opportunities, school place planning, access to healthcare and general social need and well-being.

A Bus Review conducted between 2009 and 2012 realised £4.8m annual savings in bus support funding, achieved through some revision to services, close partnership working with bus operators and revised procurement practices, to identify where savings could be made but minimising the impact on bus users. Extensive consultation with County, Borough and District Members, other stakeholders and the travelling public enabled a holistic approach on a network basis to target areas for attention, rather than considering individual services in isolation, on purely financial grounds without due regard to social need.

In the current challenging financial climate, the Council needs to consider a future bus network that is affordable and sustainable in the longer term. Work is now underway to identify and scope the ability for bus support savings through a variety of initiatives that would combine to minimise any potential future need to withdraw funding from services that see poor usage or offer the taxpayer particularly poor value for money.

Areas being considered include: how buses relate to the wider national and local policy context; better understanding of the bus provision market in terms of cost pressures and savings opportunities; collaboration with other South East local authorities to explore cost-effective joint working; close partnership working with bus operators to investigate suggestions for changes that would reduce costs/subsidy but still allow key services to continue; maximising the

use of external funding such as Local Sustainable Transport Funding from 2015 onwards, through the new Local Enterprise Partnerships, Developer funding, government funding etc; improved ticketing and marketing of public transport and the future role of the Voluntary and Community Transport Sector and identification of choices for alternative travel modes for vulnerable groups, such as older people, the disabled, young jobseekers and low income families.

**John Furey**  
**Cabinet Member for Transport, Highways and Environment**  
**22 October 2013**

<b>Question (2) from Mr Peter Crews</b>
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The National Audit Office are investigating the Department for Environment, Food and Rural Affairs (Defra) role in promoting value for money in relation to the Eco Park project.

This implies that the Eco Park project does not deliver value for money.

In order to minimize Surrey's exposure to financial risks, will the Cabinet suspend implementation of the project until the National Audit Office (NAO) report is completed and the financial implications of any change in Defra's role and/or funding has been clarified?

**Reply:**

Mr Crews is incorrect in his claim that the National Audit Office investigation specifically relates to the Eco Park and has the implication that it is not value for money. Given his mistaken assumptions there are no grounds for accepting his proposal to delay progress.

**John Furey**  
**Cabinet Member for Transport, Highways and Environment**  
**22 October 2013**

**CABINET RESPONSE TO COUNCIL OVERVIEW AND SCRUTINY COMMITTEE**

**DIGITAL BY DEFAULT  
(considered by COSC on 3 October 2013)**

**SELECT COMMITTEE RECOMMENDATION:**

- (a) That the Cabinet considers developing a high-level strategy document to help guide its approach to the digital delivery of both back-office and front-line services.
- (b) That consideration be given to identifying a Cabinet Member to take lead responsibility for the Council's overall approach to the digital delivery of services.

**RESPONSE**

A report will be presented to the next Council Overview and Scrutiny committee's meeting updating the committee on the Council's progress and future plans to maximise the business benefits of digital technology.

The Council is recruiting a Chief Digital Officer who will support the Corporate Leadership Team to develop the County Council platform that enables service delivery to residents. This will be achieved through open data and the effective use of all our assets improving visibility of services. This will allow residents, businesses and staff to understand the things we do and the value this provides.

The Cabinet Member for Business Services has lead responsibility for the Council's approach to the digital delivery of services.

**Denise Le Gal  
Cabinet Member for Business Services  
22 October 2013**

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON 30 OCTOBER 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 Marisa Heath

\* = Present

**PART ONE**  
**IN PUBLIC**

**110/13 APOLOGIES FOR ABSENCE [Item 1]**

Apologies were received from Clare Curran, Kay Hammond and Marisa Heath.

**111/13 DECLARATIONS OF INTEREST [Item 2]**

There were none.

**112/13 AMENDMENT TO WASTE CONTRACT TO DELIVER THE WASTE STRATEGY [Item 3]**

The Cabinet considered a matter relating to the amendment to the Waste Contract to deliver the Waste Strategy. This item was considered under the special urgency procedure, having obtained the agreement from the Chairman of the Environment and Transport Select Committee, that the decision could not reasonably be deferred and that the proposed decision was reasonable in the circumstances.

The Leader of the Council introduced the item and explained why the decision on the amendment to the Waste Contract was brought back to Cabinet for decision.

He referred to the delegation agreed at the Cabinet meeting on 23 July 2013, which had been intended to cover a period when it was not possible for Cabinet to meet and said that the required information was not available then but it was now, which was why Cabinet was meeting today. He said that the Value for Money implications included both financial and non-financial factors and were supported by external specialist advisors.

The Cabinet Member for Business Services asked why the Council was waiving the requirement for the Head of Procurement to approve the recommendation and was informed that this had been dealt with in the report to Cabinet on 23 July 2013. She also drew Cabinet's attention to the Value for Money implications set out in paragraphs 47 – 50 of the submitted report, which stated that Deloitte anticipated formally confirming, in the near future, that there was no material difference between option 1 and 2 from a financial Value for Money perspective.

The Cabinet Member for Assets and Regeneration Programmes referred to the risks. The Leader said all options that were available to the Council had significant risks and Cabinet needed to approve the option that provided the greatest overall benefits.

The Deputy Leader said that the decision to amend the contract had been agreed on 23 July 2013 and that today's meeting was to confirm the mechanism to enable the Council to enter into contractual commitments needed to deliver the Waste Strategy. He referred to paragraph 23 of the submitted report which set out the current tonnage of waste and the recycling targets.

He also highlighted two typos: (1) paragraph 31 – insert 'life' after 'the provision of a plant with a 25 year...' and (2) paragraph 42 – insert 'more' after 'Development of the Eco Park allows Surrey to be ....'

Finally, it was suggested that it would be helpful to have an additional recommendation which would require the Strategic Director for Environment and Infrastructure, Chief Finance Officer and Head of Legal and Democratic Services, in consultation with the Leader and the Cabinet Member for Transport, Highways and Environment to monitor progress and report back to Cabinet in the event of material changes to the risks and assumptions set out in the report presented to this meeting.

Prior to considering the recommendations, the Cabinet went into private session to enable consideration of the confidential annexe relating to the amendment to the Waste Contract to deliver the Waste Strategy.

#### **113/13 EXCLUSION OF THE PUBLIC [Item 4]**

**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.**

## **114/13 AMENDMENT TO WASTE CONTRACT TO DELIVER THE WASTE STRATEGY [Item 5]**

The report on this annex (item 5) had been circulated in Part 2 of the agenda as it contained information exempt from Access to Information requirements by virtue of paragraphs 3 and 5 – information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Cabinet asked officers a series of detailed questions about the confidential annexe relating to the amendment to the waste contract, which included the advice of the Chief Finance Officer on the financial and Value for Money implications for the three options and also the risk and sensitivity analysis. The annex also included advice from the Head of Legal and Democratic Services.

**After discussing the confidential information, the meeting moved back into part 1 for consideration of the recommendations.**

The Deputy Leader summarised the key points of the debate:

- That Cabinet had taken the decision on 23 July 2013 to vary the waste contract and to delegate authorisation to the Strategic Director for Environment and Infrastructure, in consultation with the Leader of the Council and the Cabinet Member for Transport, Highways and Environment, and advised by the Head of Legal and Democratic Services and Chief Finance Officer, to agree any subsequent changes to the proposed variation to the Waste Contract to deliver the waste Strategy, including the Eco Park. Therefore, this decision could have been taken without it coming back to a Cabinet meeting but, given the time that had elapsed and the importance of the decision, it was decided to bring it back to a Cabinet meeting to confirm the mechanism for varying the contract in an open and transparent way.
- The financials had varied a little but the qualitative benefits were persuasive. It was important to sign the contract, as a matter of urgency so that costs and terms agreed with contractors could be secured.
- The risks were clearly set out, for example due to outstanding variations to regulatory consents but that not proceeding was a greater risk.

The Leader of the Council summed up the debate and confirmed that option 1 represented value for money for the public purse and the Surrey taxpayer. It would contribute to the Council's ambitious recycling target and have economic benefits for the County.

Finally, he said that by adding a second recommendation, it would enable Cabinet to monitor its progress and review any material changes that would affect the basis for the decision.

Therefore, it was:

**RESOLVED:**

- (1) That the Waste Contract be varied to reflect the changes necessary to deliver the Council's Waste Strategy, including the Eco Park.
- (2) That the Strategic Director of Environment and Infrastructure, Chief Finance Officer and Head of Legal and Democratic Services, in consultation with the Leader of the Council and the Cabinet Member for Transport, Highways and Environment be required to monitor progress and report back to Cabinet in the event of material changes to the risks and assumptions identified in the report.

**Reasons for Decision:**

To enable the Council to enter into contractual commitments needed to deliver the Waste Strategy and in particular the Eco Park, which is a priority for the Council.

*[The decisions on this item were taken under Special Urgency procedures as they could not be reasonable deferred and come into immediate effect]*

**115/13 PUBLICITY FOR PART 2 ITEMS [Item 6]**

That there should be no publicity for the part 2 item.

[Meeting closed at 2.45pm]

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**Chairman**