



Agenda and Reports

for the meeting of

THE COUNTY COUNCIL

to be held on

15 JULY 2014

County Hall
Kingston upon Thames
Surrey

4 July 2014

TO THE MEMBERS OF SURREY COUNTY COUNCIL

SUMMONS TO MEETING

You are hereby summoned to attend the meeting of the County Council to be held in the Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN, on Tuesday, 15 July 2014, 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. Father Niven Richardson, St Joan of Arc RC Church, Farnham has kindly consented to officiate. If any Members wish to take time for reflection, meditation, alternative worship or other such practice prior to the start of the meeting, alternative space can be arranged on request by contacting Democratic Services.*

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

Note 2: *This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.*

Generally the public seating areas are not filmed. However by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

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

If you would like a copy of this agenda or the attached papers in another format, e.g. large print or braille, or another language please either call Democratic Services on 020 8541 9122, or write to Democratic Services, Surrey County Council at Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 9698, fax 020 8541 9009, or email anne.gowing@surreycc.gov.uk

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

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES

(Pages 1
- 20)

To confirm the minutes of the meeting of the Council held on 6 May 2014.

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

3 CHAIRMAN'S ANNOUNCEMENTS

(Pages
21 - 22)

The Chairman to report.

A list of Her Majesty the Queen's Birthday Honours List 2014 is included with the agenda papers.

4 DECLARATIONS OF INTEREST

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

NOTES:

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

5 LEADER'S STATEMENT

The Leader to make a statement.

There will be an opportunity for Members to ask questions.

6 SURREY COUNTY COUNCIL PROGRESS REPORT: JANUARY - JUNE 2014

(Pages
23 - 50)

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

7 MEMBERS' QUESTION TIME

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

(Note: Notice of questions in respect of the above item on the agenda must be given in writing, preferably by e-mail, to Anne Gowing in Democratic Services by 12 noon on Wednesday 9 July 2014).

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 14 July 2014).

9 ORIGINAL MOTIONS

ITEM 9(i)

Mrs Clare Curran (Bookham and Fetcham West) to move under Standing Order 11 as follows:

'Council notes:

- this Administration's commitment to economic stimulation which has helped significantly in reducing the number of NEETS in the county with Surrey now down to the lowest level nationally and;
- the great success in exceeding the target of 500 apprentices in just ten months which has led to the recently-launched drive to create a further 170 new apprenticeships for this County's young people.

Therefore, this Council thanks:

- our Skills Centres and all their staff who perform the vital role of filling a gap in post-16 provision and support young people towards full participation by focussing on preparing them for employment opportunities;
- the County's young people and apprentices who so enthusiastically embrace programmes such as the Ready for Work Re-engagement Programme, and;
- Surrey's business community and other partners who have been so supportive in giving Surrey's youth an opportunity in the workplace.'

ITEM 9(ii)

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

'This Council welcomes the recently announced additional funding allocation from the Pothole Repair Fund and the Weather Repair Fund totalling £9.2m.

This Council notes that the Government allocated a greater share of funding to a number of model councils that were able to demonstrate best practice in highway maintenance. These councils have invested in new technology and initiatives.

This Council agrees that Surrey County Council will:

- (i) learn from best practice of other Councils to improve the speed and quality of pothole repair in Surrey

and

- (ii) review the way in which the County Council bids for funding from Government so that Surrey receives its fair share of funding in future.'

- | | | |
|-----------|---|-------------------------|
| 10 | REPORT OF THE CABINET | (Pages 51 - 56) |
| | To receive the report of the meeting of the Cabinet held on 27 May and 24 June 2014. | |
| 11 | REPORT BACK ON REFERRED MOTION | (Pages 57 - 62) |
| | The Children and Education Select Committee and the Adult Social Care Select Committee considered a motion in the name of Will Forster, referred to them by County Council on 6 May 2014. | |
| 12 | REPORT OF THE PLANNING AND REGULATORY COMMITTEE | (Pages 63 - 70) |
| | To approve the Surrey Code of Best Practice in Rights of Way Procedures, for inclusion in the Constitution. | |
| 13 | REPORT OF THE AUDIT AND GOVERNANCE COMMITTEE | (Pages 71 - 96) |
| | (i) To approve the Risk Management Policy Statement and Strategy, for inclusion in the Constitution. | |
| | (ii) To approve the updated Code of Corporate Governance, for inclusion in the Constitution. | |
| 14 | AMENDMENTS TO THE SCHEME OF DELEGATION | (Pages 97 - 116) |
| | To agree amendments to the Scheme of Delegation. | |
| 15 | MINUTES OF THE MEETINGS OF THE CABINET | (Pages 117 - 152) |
| | Any matters within the minutes of the Cabinet's meetings, and not | |

(v)

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 Anne Gowing in Democratic Services by 12 noon on Monday 14 July 2014.

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it 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

COUNTY COUNCILCOUNCIL MEETING - 6 MAY 2014

MINUTES of the meeting of the Council held at the Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN on 6 May 2014 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

24/14 CHAIRMAN [Item 1]

Under the motion of Mrs Sally Marks, seconded by Mr Chris Townsend, it was unanimously:

RESOLVED:

That Mr David Munro be elected Chairman of the Council for the council year 2014/15.

DECLARATION OF ACCEPTANCE OF OFFICE

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

25/14 APOLOGIES FOR ABSENCE [Item 2]

Apologies for absence were received from Mrs Lay, Mr Orrick, Mr Samuels and Mrs Young.

26/14 MINUTES [Item 3]

The minutes of the meeting of the County Council held on 18 March 2014 were submitted, confirmed and signed.

27/14 CHAIRMAN'S ANNOUNCEMENTS [Item 4]

The Chairman made the following announcements:

- (1) He presented Mrs Margaret Hicks with a long service certificate because she had been a County Councillor for 25 years.
- (2) Queen's Award for Voluntary Services: He highlighted this award to Members and asked them to consider nominating any worthy community organisations in Surrey.
- (3) He informed Members that Rachel Crossley, Lead Manager of Democratic Services would be taking a two year secondment to work on the New Models of Delivery for Surrey.
- (4) He drew Members' attention to the display boards in the Grand Hall which highlighted the achievements of the Services for Young People during the last twelve months.
- (5) The lunchtime speaker was Peter Lee, the High Sheriff.
- (6) Finally, he said that he would be re-ordering the agenda and taking the Report of the Independent Remuneration Panel (item 14) before item 10.

28/14 DECLARATIONS OF INTEREST [Item 5]

Mr Forster declared a pecuniary interest in the Original Motion standing in the name of George Johnson (item 13iv) because he was employed by a member of the European Union. He said that he would take no part in the discussion or vote on this item.

29/14 VICE-CHAIRMAN [Item 6]

Upon the motion of Mr Richard Walsh, seconded by Mrs Helyn Clack, it was unanimously:

RESOLVED:

That Mrs Sally Marks be appointed Vice-Chairman of the Council for the Council year 2014/15.

DECLARATION OF ACCEPTANCE OF OFFICE

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

30/14 LEADER'S STATEMENT [Item 7]

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

He also tabled the Cabinet Portfolios for 2014/15, as detailed below:

Cabinet Members

Leader (and Cabinet lead for Statutory Responsibilities) – David Hodge

Deputy Leader (and Cabinet lead for the Economy and Prosperous Places) – Peter Martin

Adult Social Care – Mel Few

Business Services (and Cabinet lead for New Models of Delivery) – Denise Le Gal

Children and Families – Mary Angell

Community Services (and Cabinet lead for Continuous Improvement) – Helyn Clack

Environment and Planning – Mike Goodman

Highways, Transport and Flooding Recovery – John Furey

Public Health and Health and Wellbeing Board – Michael Gosling

Schools and Learning – Linda Kemeny

Cabinet Associate Members

Cabinet Associate for Adult Social Care – Steve Cosser

Cabinet Associate for Assets and Regeneration – Tony Samuels

Cabinet Associate for Children, Schools and Families – Clare Curran

Cabinet Associate for Fire and Police Services – Kay Hammond

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

- That the additional investment for Highways / Roads was welcomed but clarification was requested in relation to how it would be funded.
- The increase in the number of young people starting apprenticeships.
- Staff appraisals and what steps he would be taking to increase the number of staff, and particularly those working in the front line, receiving appraisals.
- A request for feedback on the difference that the Supporting Families Programme had made and also that Central Government should be asked to extend the time taken for working with troubled families.
- The success of projects funded from the Community Improvement Fund.
- Concern about the planning for school place expansion in the Ashted area.
- Prioritisation of Council motions.
- Parking issues in Haslemere on Bank Holidays, when community events were taking place.
- The strategy of helping elderly people to live independently versus voluntary organisations saying that suffering from loneliness was a big issue for this group of people.

31/14 MEMBERS' QUESTION TIME [Item 8]

Notice of four 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:

(Q1) Mr Robert Evans did not consider that the residents of Stanwell Moor would not agree that the new arrangements for the bus service in this area was satisfactory and invited the Cabinet Member for Transport, Highways and Environment, who accepted his invite, to visit the area. The Cabinet Member did say that changes to the bus service would have been considered at the local committee.

(Q2) Mrs Watson referred to the County Council's press release (26 March 2014) in relation to the use of the Runnymede Centre for a new secondary school and asked the Leader of the Council if he would make this a formal Council decision so that it could be scrutinised. The Leader said that he had nothing further to add to his tabled response.

(Q4) Mrs Watson asked the Cabinet Member for Community Services what happened to the data from the complaints feedback survey. The Cabinet Member said that she would provide a response to Mrs Watson outside the meeting.

32/14 STATEMENTS BY MEMBERS [Item 9]

Mr Ian Beardsmore made a statement relating to Highways issues in his division.

N.B. The agenda was re-ordered and the report of the Independent Remuneration Panel was taken next.

33/14 REPORT OF THE INDEPENDENT REMUNERATION PANEL [Item 14]

The Council was asked to consider the report and the recommendations of the Independent Remuneration Panel and agree a Scheme of Allowances.

The Leader of the Council moved an amendment, which was tabled at the meeting (Appendix C).

Mr Hodge made the following points:

- The basic allowance had remained unchanged since 2008 and that Special Responsibility Allowances (SRAs) for Cabinet Members had not increased since 2006.
- The Panel had used Hay Evaluation Methodology for determining SRAs, which he considered inappropriate because it failed to take into account the political responsibility of Members.
- He would be asking the Chief Executive to review the terms of reference of future Independent Remuneration Panels.
- His amendment proposed significant changes to the SRAs for Cabinet Associates, Select Committee Chairmen and the Pension Fund Board Chairman.
- He also proposed allowances for opposition group leaders, where their party had a minimum of 10% of the elected Members of the Council.
- He believed that it was the intention that the amended scheme should take effect from May 2013, the start of this administration and therefore he proposed a one-off payment to any increase that the Member would have been eligible for.
- That all allowances would be index linked and adjusted annually, in accordance with the Consumer Price Index.
- Finally, he referred to the Members of the Adoption and Fostering Panels and proposed a SRA of £1000 for them.

This amendment was formally seconded by Mr Skellett who said that the level of political responsibility for each role had been carefully considered and benchmarked against comparative data from other authorities in the South East area. Surrey's allowances had fallen significantly behind these authorities. He also said that the Leader and Deputy Leader had taken no part in the discussion concerning the allowances proposed for their roles.

Six Members spoke on this amendment, making the following points:

- The Leader / Deputy Leader had overall responsibility for the County Council's annual budget of approximately £1.7billion. Also, since they had been in their respective roles, significant savings had been made to the Budget.
- The SRAs were not out of proportion to their level of responsibility.
- The IRP report said that the basic allowance was not supposed to be a financial incentive. However, the same could not be said for the SRAs.
- Most of the SRAs were awarded to Conservative councillors.
- It was unacceptable for Members to award large increases to the Leader / Deputy Leader when some residents struggled to pay their council tax.
- It was outrageous that Members considered awarding these increases when services were being cut and many residents were not receiving pay rises.

- That the IRP's approach was logical and an element of 'catchup' was accepted.
- The proposed allowances for the Cabinet team were significant.
- Surrey staff had only received small pay increases in recent years.
- Member Allocations had been reduced this year.
- There were four new allowances proposed which had not been through the IRP.
- Councillors who only received the basic allowance of approximately £12K per annum, most of them non-Conservatives, would need other sources of income to make ends meet.

Mr Essex then moved a further amendment at the meeting (formally seconded by Mr Robert Evans), which was as follows:

- (i) That the increase in Members' Basic Allowances be capped at 2.7%
- (ii) That the increase in Special Responsibility Allowances (SRAs) be capped at 2.7%, where there is headroom against the Independent Remuneration Panel's recommendations
- (iii) That there should be no Special Responsibility allowance for Vice-Chairmen of Local Committees

Mr Essex said that it was not appropriate to award increases to Members' Allowances that were higher than staff pay awards. He also said that there had not been a proportional approach to the SRA increases and that the number of SRAs was increasing.

Four Members spoke on this amendment, making the following points:

- That Members' Allowances had not been increased for four years and should not be compared with staff pay.
- SRAs were different in Surrey because many of the comparator authorities did not have Local Committees.
- This amendment did not address the excessive number of SRAs.
- The proposals appeared to devalue the scrutiny process.
- It would be difficult to defend the increases to the Surrey electorate.
- As the motion was tabled at the meeting, there was little democratic accountability.

The amendment was put to the vote with 10 Members voting for and 56 Members voting against it. There were 8 abstentions.

Therefore the amendment was lost.

Returning to the original motion, seven Members spoke and made the following points:

- The increased cost of these allowances would be met by the Surrey council taxpayers and residents would remember this when casting their votes at the forthcoming borough / district elections.
- Concern re. the number of multiple SRAs.
- Members must be paid in accordance with their responsibility, otherwise the Council would only attract people with independent means, who could afford to serve on the Council.

- The Leader / Deputy Leader represented the County Council at Central Government level.

After the debate, Mrs Watson requested a recorded vote and 10 Members stood in support of this request.

The following Members voted for:

Mrs Angell, Ms Bowes, Mrs Bramhall, Mr Brett-Warburton, Mr Carasco, Mr Chapman, Mrs Clack, Mr Cosser, Mrs Curran, Mr Ellwood, Mr Few, Mrs Frost, Mr Fuller, Mr Furey, Mr Gardner, Mr Goodman, Mr Gosling, Dr Grant-Duff, Mr Gulati, Mr Hall, Mrs Hammond, Mr Harmer, Miss Heath, Mrs Hicks, Mr Hodge, Mr Hussain, Mr Ivison, Mrs Kemeny, Mr Kemp, Ms Le Gal, Mr Mahne, Mrs Marks, Mr Martin, Mr Norman, Mr Page, Mr Pitt, Mrs Ross-Tomlin, Mrs Saliagopoulos, Mr Skellett, Mr Sydney, Mr Keith Taylor, Ms Thomson, Mr Walsh, Mr Wilson, Mr Witham, Mr Young

And these Members voted against:

Mrs Barton, Mr Beardsmore, Mr Beckett, Mrs Coleman, Mr Cooksey, Mr Essex, Mr Robert Evans, Mr Forster, Mr Goodwin, Mr Harrison, Mr Hickman, Mr Jenkins, Mr Johnson, Mr Kington, Mrs Lallement, Mr Mallett, Mrs Mason, Mrs Moseley, Mrs Searle, Mr Selleck, Mr Townsend, Mrs Watson, Mrs White, Mrs Windsor

And there were 4 abstentions: Mr Barker, Mrs Lewis, Mrs Mountain and Mr Munro.

RESOLVED:

- (a) That the following allowances be approved:**

BASIC AND SPECIAL RESPONSIBILITY ALLOWANCES

| ANNUAL ALLOWANCES (and number of recipients) | |
|---|----------------|
| Basic Allowance (81) | £12,418 |
| Leader of the Council (1) | £43,000 |
| Deputy Leader (1) | £31,250 |
| Cabinet Member (8) | £22,500 |
| Cabinet Associate (4)* | £12,500 |
| Select Committee Chairmen (including Health Scrutiny) (5) | £10,000 |
| Planning & Regulatory | £12,000 |

| | |
|--|------------------------|
| Committee Chairman (1) & Council Overview & Scrutiny (1) | |
| Audit & Governance Chairman (1) | £9,000 |
| Lead Member for Scrutiny of the Police & Crime Commissioner (1) | £8,000 |
| Local Committee Chairmen (11) | £8,000 |
| Pension Fund Board Chairman (1) | £8,000 |
| Pension Fund Board Vice-Chairman (1) | £1,500 |
| Committee Vice- Chairmen (Select Committees (including Council Overview & Scrutiny and Health Scrutiny), Planning and Audit) (8) | £1,500 |
| Local Committee Vice- Chairmen (11) | £1,500 |
| Chairman of Council (1) | £18,000 |
| Vice-Chairman of Council (1) | £8,000 |
| Officers of Political Groups | £170 per Member |
| Members of the Adoption and Fostering Panels (2) | £1,000 |
| Opposition Group Leader (2)** | £5,000 |

* Cabinet Associates received an interim payment of £5,000 in 2013/2014.

**Any Group with a minimum of 10% of the elected members of the Council.

- (b) That, the following arrangements for implementation of the changes to the Basic and Special Responsibility Allowances be approved:
- (i) the amended scheme takes effect from 1 April 2014.
 - (ii) for the next two financial years, the scheme will be adjusted annually in accordance with the Consumer Price Index.
 - (iii) In recognition of the clear intention that the amended scheme should take effect from 21 May 2013, a one-off payment, equivalent to any increase that the Member would have been eligible for, be made to each Member.
- (c) That other allowances within the Scheme be set as follows:

OTHER ALLOWANCES

| | |
|--|---|
| Travel (cycles/motorcycles/ cars) | 20p/24p/45p per mile |
| Passenger rate | 5p per mile |
| Subsistence (breakfast, lunch, tea and evening meal) | £5.30/£7.25/£2.90/ £9.00 |
| Overnight (outside London/ London) | £85.80/£97.85 |
| Co-optees | None |
| Childcare | Up to a maximum of £8.00 per hour (per child) |
| Care of Dependants | <i>Up to a maximum of</i> £14.50 per hour |

- (d) That the increase to the Childcare Allowance to a maximum of £8.00 per hour be effective from 6 May 2014.
- (e) That the requirement for Members to use registered childminders for the care of their child or children whilst carrying out an approved duty be amended as follows:
- ‘that payments for the care of children under eight are restricted to registered childminders and other statutory approved childcare providers, unless the childcare takes place in the Members’ own home.’
- (f) That the agreed Scheme of Allowances remain in place until May 2017, subject to review by the Independent Remuneration Panel as necessary to take account of any changes to roles and responsibilities.

[NOTE: Under the Local Authorities (Members' Allowances)(England) Regulations 2003, the Council is required to have regard to the recommendations of its Independent Remuneration Panel before any changes can be made to the Scheme of Allowances.]

- (g) That the Independent Remuneration Panel be thanked for its hard-work and diligence over the years.
- (h) That, in light of the Scheme of Allowances being set until 2017, the Chief Executive be asked to review the Terms of Reference of the IRP and, upon completion of this work, make appointments to the newly constituted IRP.

34/14 ANNUAL REVIEW OF POLITICAL PROPORTIONALITY 2014/15 [Item 10]

RESOLVED (with no Member voting against):

That the Committee sizes and scheme of proportionality for 2014/15 as set out in the scheme, attached at Annex 1 of the submitted report, be adopted.

35/14 APPOINTMENT OF COMMITTEES [Item 11]

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

RESOLVED:

- 1) That the Members, as set out in Appendix D, be appointed to serve on the Committees of the Council for the Council Year 2014/15 in accordance with the wishes of political groups.
- (2) That the Chief Executive be authorised to make changes to the membership of any of the Council's Committees as necessary during the Council Year in accordance with the wishes of political groups.
- (3) That the County Councillors representing divisions in the Woking borough area be appointed to serve on the Woking Joint Committee for the Council Year 2014/15.
- (4) That the remaining County Councillors for each district/borough area be appointed to serve on the appropriate Local Committee for the Council Year 2014/15, and to authorise the Chief Executive to appoint an equal number of district/borough councillors to the Local Committees following nominations by the district and borough councils, which they should be requested to make politically proportional to their Membership.
- (5) That the Council's representative be appointed to the Surrey Police and Crime Panel for the Council Year 2014/15.
- (6) That the Chief Executive be authorised to appoint the co-opted Members of the Surrey Pension Fund Board, following nominations from each stakeholder group, for the rest of the Council term until 2017.

36/14 ELECTION OF COMMITTEE CHAIRMEN AND VICE-CHAIRMEN 2014/15 [Item 12]

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

RESOLVED:

- (1) That the Members listed below be elected as Chairmen and Vice-Chairmen of Committees, as shown, for the Council Year 2014/15.
- (2) That the Chief Executive be authorised, in consultation with the Chairman of the Committee, to appoint the Borough's nominated Member as Vice-Chairman of Guildford Local Committee once the co-opted Members are appointed.

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

| LOCAL COMMITTEES | | |
|-------------------------------|----------------------|----------------------|
| DISTRICT | CHAIRMAN | VICE-CHAIRMAN |
| Elmbridge | Margaret Hicks | Mary Lewis |
| Epsom & Ewell | Eber Kington | John Beckett |
| Guildford | Mark Brett-Warburton | Borough to appoint |
| Mole Valley | Tim Hall | Clare Curran |
| Reigate & Banstead | Dorothy Ross-Tomlin | Bob Gardner |
| Runnymede | Chris Norman | Yvonna Lay |
| Spelthorne | Richard Walsh | Denise Saliagopoulos |
| Surrey Heath | David Ivison | Chris Pitt |
| Tandridge | Michael Sydney | Nick Skellett |
| Waverley | Pat Frost | David Harmer |

| | | |
|-------------------------------|-----------|--------------------|
| Woking Joint Committee | Liz Bowes | Borough to appoint |
|-------------------------------|-----------|--------------------|

ADJOURNMENT

The meeting adjourned for lunch at 12.45pm and resumed at 2.15pm with all those present who had been in attendance in the morning session except for Mrs Barton, Mr Bennison, Mr Brett-Warburton, Mr Carasco, Mr Ellwood, Mr Tim Evans, Miss Heath, Mr Hickman, Rachael I Lake, Mrs Mason, Mrs Moseley, Mr Page, Mr Skellett, Mr Sydney and Mr Townsend.

[Note: The Chairman decided that there was a need to suspend the webcast for the debate on the four motions.]

37/14 ORIGINAL MOTIONS [Item 13]

Item 13(i)

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 welcomes the initiatives by towns and local authorities across Surrey to encourage the use of fair trade goods by achieving Fairtrade status.

Furthermore this Council believes that Surrey County Council, as an important consumer and opinion leader, should research, develop and support a strategy to facilitate fair trade wherever appropriate.

Council therefore resolves, wherever possible:

- To promote awareness of fair trade issues and the opportunities for supporting fair trade across the County.
- To work with Surrey Fairtrade and those towns who already have Fairtrade Status to widely publicise the worldwide impact of unfair trade and the opportunities that fair trade provides to sustainable development.
- To encourage the use of fair trade goods, for example products carrying the Fairtrade Mark and products in vending machines.
- To request the Council's venues to stock Fairtrade products in addition to other brands.
- To concentrate on making Council employees, the Surrey public and local businesses aware of the Council's resolution on fair trade.'

Mr Robert Evans made the following points:

- Many towns in Surrey already have Fairtrade Status but there was a need to encourage others to take this step.
- A need to work towards everyone achieving a dignified livelihood.
- The Fairtrade Mark could make a real difference for some farmers, in distant parts of the world – it can ensure that they receive a fair price for their crops.

The motion was formally seconded by Mr Essex who said that he was pleased that Members would be given a free vote on this motion, it was a non-party political motion. He also said that the Fairtrade mark was mostly about those products that could not be produced in the UK – the motion was not asking for exclusivity, it was seeking to promote fairtrade towns across Surrey.

Other Members spoke, making the following points:

- Statistics indicated that Fairtrade businesses were doing well.
- The importance of choice in shops.
- Fairtrade was an impressive organisation and its initiatives were strongly endorsed.
- Fairtrade needed to be encouraged but its exclusive use was not supported.
- If Fairtrade status enabled some overseas countries to become more stable, that was a good thing.
- The Fairtrade logo raised awareness and encouraged people to think about the origin of the produce / food.

After the debate, in which 8 Members spoke, the motion was put to the vote with 51 Members voting for and 8 Members voting against it. There were 4 abstentions.

RESOLVED:

This Council welcomes the initiatives by towns and local authorities across Surrey to encourage the use of fair trade goods by achieving Fairtrade status.

Furthermore this Council believes that Surrey County Council, as an important consumer and opinion leader, should research, develop and support a strategy to facilitate fair trade wherever appropriate.

Council therefore resolves, wherever possible:

- To promote awareness of fair trade issues and the opportunities for supporting fair trade across the County.
- To work with Surrey Fairtrade and those towns who already have Fairtrade Status to widely publicise the worldwide impact of unfair trade and the opportunities that fair trade provides to sustainable development.
- To encourage the use of fair trade goods, for example products carrying the Fairtrade Mark and products in vending machines.
- To request the Council's venues to stock Fairtrade products in addition to other brands.
- To concentrate on making Council employees, the Surrey public and local businesses aware of the Council's resolution on fair trade.

Item 13 (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:

'This Council notes the recent publication of the House of Commons Public Administration Select Committee report *More complaints please!*

In the light of this report, Council agrees to fundamentally change its policy and the implementation of its approach to complaints in order to welcome complaints as a way of engaging with residents to improve services, making the complaints process more user friendly by making it simpler, more accessible and with speedier outcomes.'

Mrs Watson made the following points:

- That the motion was asking for the County Council to make it easier for Surrey residents to complain and that they would receive a speedier outcome to their complaint.
- It was difficult to navigate the Surrey County Council website to find out how to complain.
- She alleged that many complaints re. Adult Social Care were valid.
- There was a low response to feedback.
- Complaints were currently buried in Council bureaucracy.

The motion was formally seconded by Mr Beardsmore.

Seven Members spoke, making the following points:

- That the Communities Select Committee received regular updates in relation to complaints data.
- It was Council policy to listen and that the County Council had a complaints procedure which had been in place for many years.
- The Council had a key strategy to comply with Ombudsman guidance.
- Officers in the Contact Centre actively encouraged people to make complaints if they were dissatisfied – either on-line, by phone or in writing.
- Complaints were actively investigated and may be escalated if appropriate.
- The Council was always looking to improve the process and complaints procedures were regularly reviewed.
- In 2013, 91% (excluding Children Services and Adult Social Care complaints, which had separate procedures determined by Government) were responded to in 20 working days.
- The Audit and Government Committee receive reports re. complaints.

After the debate, the motion was put to the vote with 9 Members voting for it. 49 Members voted against it and there were 3 abstentions.

Therefore, the motion was lost.

Item 13(iii)

Under Standing Order 12.3, the Council decided it wished to hear further before agreeing whether or not to debate this motion.

Mr Forster made a short statement giving reasons why the motion should not be referred. He referred to the invaluable role of young carers and the importance of helping them. He also said that young carers were twice as likely to be NEETS (Not in Education, Employment or Training) and lived in households where no adult was in work. He believed that changing the eligibility to Pupil Premium would give these children the best possible start in life.

The Cabinet Associate for Adult Social Care made a short statement stating that whilst he agreed that the County Council needed to support young carers, he was not convinced that changing the eligibility for Pupil Premium was the best or the only way to help young carers. He considered that the motion should be referred to the Children and Education and Adult Social Care Select Committees so that it could be considered in more detail.

10 Members voted for debating the motion today but 42 Members voted against debating it today.

Therefore, it was:

RESOLVED:

That this motion be referred to the Children and Education and the Adult Social Care Select Committees. Under Standing Order 12.6, the committees must report back to County Council at the earliest appropriate meeting.

Item 13(iv)

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

Under Standing Order 12.1, Mr George Johnson moved the motion, which was:

'The Council believes that the true cost of Britain's membership of the European Union affects all levels of trade, industry and government.

It is considered by many that up to 75% of UK laws now originate in Brussels although determining the full extent to which EU law has supplanted UK law is complicated by the fact that, in addition to the direct, and therefore immediately visible, implementation of EU regulations, EU directives are transposed into UK Statutory Instruments.

The House of Commons has estimated that, in 2009, 53% of UK law originated from Brussels and the LGA has estimated that around half of all new UK laws affecting local authorities in England have their origins in EU law. Thus it is inevitable that Surrey County Council has and will incur additional costs as a consequence of complying with EU derived laws. For example, whilst the Government predicted that the 2004 EU Public Procurement Directive would not add new costs or administrative burdens to the public sector, an LGA survey in 2010 revealed that 66% of local authority procurement managers felt that the directive had increased procurement costs and created a more complex procedure.

In common with other local councils, Surrey County Council has been and continues to be under severe budgetary restraint, but will still have to deliver new EU obligations across a broad range of functions and could be liable for hefty fines for failure to comply. While we continue to ask our residents to accept annual increases in their council tax whilst being unable to deliver the level of services and highway maintenance that they would like, it is important that they are kept fully informed of those costs that are beyond the control of their elected representatives.

Therefore this Council:

- calls for the publication of the administrative cost to Surrey County Council of complying with EU Regulations
- agrees, in the interests of the transparency to which it is committed, to publish the figures on its website and in its annual Council Tax Demand.
- agrees to publish any cost savings which accrue from complying with EU regulations.'

Mr Johnson made the following points:

- That the County Council was legally bound to obey EU law.
- The public had a right to know the effect of EU legislation.
- Transparency was important, plus the need for Surrey residents to have an understanding of how their money was being spent.

The motion was formally seconded by Mrs Windsor who said that this motion was about trying to dispel the myths surrounding United Kingdom's membership of the EU and promote transparency concerning the cost of complying with EU regulations.

The Deputy Leader made the following points:

- He disputed some of the facts set out in the motion.
- That EU legislation was an integral part of UK laws.
- He highlighted two areas – waste and procurement and the EU Directives relating to waste / landfill plus the implications for the UK if we left the EU.
- That the UK should re-negotiate its terms with the EU and then hold a referendum.

Mrs Watson moved an amendment at the meeting, which was formally seconded by Mr Beardsmore.

The motion, as amended, read:

'This Council believes that the true benefit and cost of Britain's membership of the European Union affects all levels of trade, industry and government.

Therefore this Council:

- calls for the publication of the administrative cost to Surrey County Council of complying with EU Regulations.
- agrees, in the interests of the transparency to which it is committed, to publish the figures on its website and in its annual Council Tax Demand.
- agrees to publish any cost savings which accrue from complying with EU regulations.
- calls for a report to the Cabinet highlighting the benefits to Surrey residents and businesses of EU membership including tourism, the financial sector, manufacturing, education, the environment and employment.'

Mrs Watson said:

- Bureaucracy should be reduced at all levels of Government.
- A reference to tourism had been included in the amendment because it formed the background to Surrey's economy.
- Many global businesses, including McLaren, had based themselves in Surrey, thereby creating thousands of jobs.
- Surrey's 'success story' was based on EU Membership.
- The EU could be a major contributor to the flooding recovery plans for the county.

After 2 Members spoke, the amendment was put to the vote with 9 Members voting for and 43 Members voting against it. There was one abstention.

Therefore the amendment was lost.

Returning to the original motion, Mr Hodge moved, under Standing Order 23.1:

'That the question be now put'

20 Members stood in support of this request. The Chairman considered that there had been adequate debate and agreed to the request.

The motion was put to the vote with 3 Members voting for and 46 Members voting against it. There were three abstentions.

Therefore the motion was lost.

38/14 REPORT BACK FROM CABINET ON REFERRED MOTION [Item 15]

The Chairman reported that the motion from the Council meeting on 10 December 2013, standing in the name of Mr Cooksey, and which was referred to Cabinet for consideration was lost, as detailed in the report set out in the agenda.

Mr Cooksey was given the opportunity to address the Council and asked if the process for referral of motions would be reviewed by the Constitution Review Group. The Chairman of the Council said that he would ask the Vice-Chairman of the Council to include its review as part of the Group's work.

39/14 REPORT OF THE CABINET [Item 16]

The Leader presented the report of the Cabinet meeting held on 25 March and 22 April 2014.

(1) Statements / Updates from Cabinet Members

The Cabinet Member for Schools and Learning tabled a statement relating to School Improvement (Appendix E).

(2) Recommendations on Policy Framework Documents

A School Organisation Plan

RESOLVED:

That the School Organisation Plan 2013/14 – 2022/23 be approved.

(3) Reports for Information / Discussion

The following reports were received and noted:

- Home to School Transport Policy 2015
- Joint Working through Guildford Local Committee
- Quarterly report on decisions taken under Special Urgency Arrangements: 1 January – 31 March 2014

RESOLVED:

That the report of the meetings of the Cabinet held on 25 March and 22 April 2014 be adopted.

40/14 AMENDMENTS TO THE SCHEME OF DELEGATION [Item 17]

RESOLVED:

That the amendments to the Scheme of Delegation, agreed by the Leader of the Council, and as set out in the submitted report, be noted.

41/14 MINUTES OF THE MEETINGS OF THE CABINET [Item 18]

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:3.45pm]

Chairman

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HER MAJESTY THE QUEEN'S BIRTHDAY HONOURS LIST 2014**Knights Bachelor**

Mr Andrew Carter OBE, South Farnham Junior School

CB

Mr Simon Firley, Department of Energy

DBE

Ms Laura Davies CBE, Golf

CBE

Mrs Elizabeth Allen, school in Orpington

Mr Matthew Bowcock, Philanthropist

Mr Giles Cockerill, Ministry of Defence

Mr Richard Everitt, Port of London Authority

Dr Robert Sykes, Headteacher of Thornden School, Hampshire

OBE

Nigel Bilsland, City of London

Ms Elaine Edgar, Department of Health

Ms Rosemary French, Gatwick Diamond Initiative

Mr David Hodson, International Family Law Group, London

Mr Barry Huggett, Headteacher of More House School

Mr Graeme Nuttall, Field Fisher Waterhouse

Mr John Wates, Prisoners Trust, Arts, criminal justice, community in Chipstead

MBE

Mr Adrian Adcock, City of London Pensioners

Dr Robert Andrews, EW Simulation Technology

Mrs Jane Bond, Metropolitan Police

Mr David Elleray, Referee Football Association

Dr Howard Freeman, GP

Mrs Kathleen Healy, Dukes Meadow Trust, West London

Mr Steven Iles, London Borough of Croydon - flooding

Mr Nigel Lewis-Baker, People with Cancer

Mr Andrew Parr, community in Caterham (& scouting)

Mrs Joyce Poulter, community in Godalming

Mrs Michele South, DWP for substance addictions

Ms Rachel Starling, Rail Industry

Dr Colin Stokes Prostate project, Royal Surrey Charity County Hospital

Mr Joseph Waddington, UK Border security

Mrs Sandra Wemyss, HM Revenue & Customs

Mrs Ann Wilson, Surrey Gypsy Travellers communities

BEMs

Mrs Maris Codling JP, Surrey & Sussex Healthcare NHS

Mr George Fielding, Disabled Children Families

Mr Richard Mead, Fundraiser, Lifeboats

Mr Alan Pooley, community in Fetcham and heritage in Leatherhead

Mr Robin Sider, community in Shepperton

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LEADER REPORT TO COUNCIL

**SURREY COUNTY COUNCIL PROGRESS REPORT
JANUARY – JULY 2014****KEY ISSUE/DECISION:**

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

BACKGROUND:

1. This is the tenth of the Chief Executive's six-monthly reports to Members. It provides an **overview of the Council's progress** over the past six months and the challenges ahead.
2. Once again the report includes a number of case studies from staff, partners and residents. These inspiring stories capture the **positive impact our work has on people's lives day in day out**. I know from my visits around the county that there are many other fantastic examples.
3. This report confirms that **the Council has continued to perform strongly** - fulfilling all its critical day-to-day responsibilities while also continuing to develop creative solutions to longer term strategic challenges.
4. The challenges we face are not going away. Our achievements to date confirm we are on the right track. It will get tougher to stay ahead of demand and financial pressures, but **I am confident we can succeed**. My confidence comes from the progress we've already made by working as "one team".
5. Over the next six months we will be spreading and strengthening the "one team" approach. This means working with partners and residents so we are focussed even more sharply on places and people, rather than organisational structures. It also means making sure **all staff and Members can make positive contributions** to improving what we do, and finding new innovative solutions.
6. I look forward to working with all Members over the coming months as **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.

David Hodge, Leader of the Council, 020 8541 8003

Sources/background papers:

Confident in our Future, Corporate Strategy 2014-19, report to Council, 11 February 2014

Chief Executive's Six Month Progress Report

January – July 2014

Introduction

1. When I joined the council in 2009 Members asked for better sight of the key issues we faced and the steps being taken to deal with them. We agreed it would be helpful for me to **bring my views together in a report to the Council every six months**. My first report genuinely doesn't feel long enough ago for me to now be presenting the tenth of these. The time has flown.
2. The format of the report has evolved over time in response to feedback from Members and staff – and I have made some adjustments this time too. The **overview section** (p2-8) gives readers a summary of my thoughts in response to three key questions:
 - How have we performed over the last six months?
 - What are the key challenges we face?
 - What must we focus on next?
3. I have kept my answers to these questions brief. I will be using them to **prompt a wider discussion** with Members, staff, and partners over the coming weeks through my visits to teams and locations across the county. I will share the different perspectives and key points from these discussions on my **s-net chat zone blog**. And I encourage others to discuss and share their views with colleagues, be it in one-to-ones, team meetings or via chat zone.
4. The **case study section** of the report (Annex A, p9-24) again includes inspiring examples of the positive difference being made to people's lives. The online campaign promoting the case studies in my last report attracted over 12,000 views. Sharing our experiences and learning from each other makes us a stronger organisation. The stories featured in this report will again be added to our online [Improvement Toolkit](#) and shared through an online campaign. I encourage staff and Members to share further examples.
5. Also attached to the report is a list of the latest **awards and recognition** the council has received (Annex B, p25). I'm proud that the hard work of Members and staff continues to be **widely recognised on the national and international stage**. For example, our shared services team was recently named the best in Europe by a major industry body, beating off competition from hundreds of leading organisations. We can take confidence from this and the other recognition we have received.
6. Readers who want **more detail** will find this in a number of other recent reports:
 - Annual report 2013/14 (published 12 July 2014)
 - [Budget](#) and [performance outturn](#) 2013/14
 - [More than 50 ways Surrey County Council adds value](#)
 - [Council priorities web pages](#)
7. I have not sought to repeat all of this information in this report, but instead to **summarise my conclusions** on the council's recent progress and the next set of challenges.

How have we performed over the last six months?

8. The last six months have reinforced two key points. Firstly, the council continues to perform strongly and is without doubt **making a positive difference to people's lives day in, day out** - not least when pulling together with partners and residents to deal with crises such as the floods. Secondly, **there remains no room for complacency** - it is crucial we continue to learn, and that means being honest about the areas where we can do better.
9. I'll now expand on these conclusions by sharing **six examples** from the last six months.

We worked with communities and partners right across the county to respond to persistent flooding, demonstrating "one team" in action

10. The floods were a devastating blow to thousands of residents and businesses. The **determined response by communities**, working alongside staff from numerous agencies, was impressive. I'd like to re-iterate my thanks to our colleagues in emergency planning, fire and rescue, social care, communications and facilities who were at the sharp end of the response. And to all of those who made adjustments to keep our important services going elsewhere in Surrey during the period.
11. Work continues to support individuals, families, businesses and communities to **get back to normality as quickly as possible**. Given the scale of damage it will be a long hard task in some cases. There is also the ongoing task of assessing and repairing where we can the damage to roads, bridges, embankments and footpaths across Surrey.
12. We have been reviewing our response to the crisis with partners and communities so we can capture the lessons and strengthen our preparedness for future incidents. As always there are things that can be done better. There is also a broader lesson. During the crisis **people worked together incredibly effectively, as one team for Surrey**. It reminds us how important it is to have effective partnerships in place so we can bring our collective skills and resources to bear, organising around an issue (or opportunity), rather than our team or organisational boundaries.

We continued to fulfil all our key responsibilities

13. Our day-to-day work with the many residents we support is of critical importance. Over the last six months we continued to **make progress on the quality of safeguarding work with adults and children**, focussing on the areas where we need to improve.
14. Fostering Fortnight at the end May helped to draw attention to the dedicated work of the 250 or so **foster carers across Surrey who provide a loving and supportive home for children**. Our efforts to recruit more foster carers continue. And I'm excited we are helping to lead the Fostering Networks' (a UK charity) [Head, Heart, Hands](#) programme. This is introducing social pedagogy practices (holistic education and care) to support foster carers and help improve the lives of the children they foster.

15. In March a team of experienced and respected peers visited us to **review our adult safeguarding practices**. They did a thorough job, interviewing colleagues, partners and users and reviewing our key documentation. The feedback they shared in April was positive, especially about the **quality and motivation of colleagues** in this area. They also made some constructive suggestions to help us improve further and we are following these up.
16. Our work to deliver the **biggest school expansion programme in Surrey's history** helped ensure that in March and April **most children were offered a place at their preferred school for September**. For primary schools, 85% got their first preference and 94% got one of their top three preferences. The figures were 83% and 94% respectively for secondary schools. Meanwhile in April Ofsted released the latest statistics showing that of the 384 schools the council is responsible for, 100 are rated "outstanding" and another 213 "good". We'll continue to focus on raising performance in all our schools.

We created public value, for example reaching our target to fill 500 apprentice places two months ahead of schedule

17. When Jack Cole secured his apprentice role in digital media with *Iceberg Vision* in Egham he became the **500th young person to be successfully recruited through our scheme**. This was a landmark moment for the scheme which has seen local businesses, the council, and contractors take on apprentices. We are now aiming to fill 500 more apprentice roles by next April following the Cabinet decision to invest another £750,000 in boosting young people's job prospects.
18. I've picked this because it is a good example of how **we have invested to create public value**. The three key components for public value are met. Firstly, there is a **measurable benefit** to the young people we are supporting – and over time to the wider economy. Secondly, we have a **strong commitment** from the Cabinet and Council, which in turn has harnessed support from local partners and businesses. Thirdly we have the **skills and resources in place to deliver** the scheme effectively.

We accelerated our partnership work, working together through initiatives like the Surrey Family Support Programme to improve outcomes

19. In my last report I highlighted the importance of accelerating our transformation work with partners. This has started to happen. The **Public Service Transformation Network (PSTN)** work is building real momentum. In February the Cabinet signed off a set of [key propositions](#), enabling more detailed work on the design and implementation of changes to get underway.
20. A leading example is our work to develop a **Surrey Family Support Programme**. In its first year, the Programme completed 957 early help assessments (EHAs) for Surrey families. This has seen different practitioners including health, education, housing professionals work together with the police and other agencies where appropriate as a team around the family to assess their needs in the round and deliver a joined up support package, with intensive support where necessary. Our approach has attracted praise from Central Government and we are pushing ahead with plans to scale up to cover between 4,000 and 7,000 families over three years.

21. Good progress has been made across the other PSTN strands, including **health and social care integration**, and the **emergency services collaboration**. Strategic partnership work on whole systems requires careful attention over a prolonged period. We will need to retain a sharp focus on the PSTN work - and our other regional and local strategic partnerships - over the coming months.

We put innovative proposals into action, for example establishing Surrey Choices Ltd

22. Following the Cabinet decision in December 2013, Surrey Choices Ltd - a Local Authority Trading Company wholly owned by the council – was incorporated in March. The creativity and commitment I've already seen from the staff and users involved gives me confidence the **new arrangements are the best way to secure a sustainable and responsive offer** for Surrey residents.
23. This development, stemming from our work looking at **innovation and new delivery models**, builds on other initiatives such as our schools support partnership with Babcock 4S and the First Point Community Interest Company for hard of hearing services. It reflects the careful balance we are striking with our time and resources - making sure we are improving the quality of the work we do today, while also putting in place the best arrangements to ensure sustainable and innovative services for the future.

We continued to manage our finances responsibly, delivering £62m savings in 2013/14 and setting a refreshed budget for 2014/15

24. The **£62m savings delivered through 2013/14** took the total saved since 2010 to almost £260m. A significant achievement whilst maintaining or improving the quality of what we do. I'm pleased with the continued progress we've made over the last six months on productivity. There is though of course much more still to do. Looking ahead, the Council agreed a budget for 2014/15 and a refreshed Medium Term Plan following a thorough planning process.
25. It is becoming more and more challenging to deliver year-on-year savings and it makes the **quality and robustness of our planning process crucial**. Our external auditors, Grant Thornton recognised the strength of our arrangements in their [recent national report](#). And we have **further strengthened our approach for the current planning round**. In March the Cabinet asked that - given the size of the challenge - I work with the Director of Finance to establish some additional arrangements for analysing progress on medium term savings plans. The results of this analysis will feed into the planning process, which again features a programme of regular seminars for all Members alongside wider stakeholder engagement.

We continued to share our experiences to help us learn and improve what we do for residents

26. Over the last six months I have visited lots of teams across the county, often alongside the Leader. We have, as ever, been hugely impressed. **The council's strongest asset is the people who work for it**. A highlight for me was seeing so many staff, Members and partners come together to share their experiences and achievements at the Working for a Better Surrey event at the start of April.

27. It is crucial we continue to find effective ways **to support and learn from each other**. This includes ensuring staff and Members have the training, support, equipment, and working environments needed to work productively. We have already made important investments and improvements, but **I'm very aware there is more to be done**.
28. One area that we must improve on urgently is appraisals. Appraisals are an important part of how we support the wellbeing, development and effective performance of every single member of staff. **I'm very disappointed that significant numbers of colleagues are still not receiving an annual appraisal**. Actions are underway to address this.
29. I encourage staff to **continue raising any concerns** where there is a problem with the level of support, or where frustrations are getting in the way of what we have to do for residents. The Leader and I remain personally committed to making sure we improve in any areas where concerns are raised.
30. I hope the examples I have shared reflect **the scale and range of what we have achieved over the last six months**. I'll now go on to summarise the key challenges we face.

What are the key challenges we face?

31. Our strategic challenges stem from two significant and persisting trends. Firstly, there are an increasing **number of things we need to do** in order to meet the needs of Surrey and its residents and fulfil our purpose as a council. Secondly, the total **resource available to do these things continues to reduce** in real terms.
32. We know that **demographic changes** at both ends of the age spectrum will continue to **drive up demand**, in particular for school places and services for older people. In addition, the range of **new responsibilities and duties** we have taken on following national policy reforms have not consistently been accompanied by the funding and/or freedoms required to deliver them effectively. Indeed, taken as a whole, national policy reforms sometimes place contradictory and conflicting demands on us.
33. Surrey's residents rightly demand that the quality of our work meets their **high expectations**. This includes ensuring our customer service and responsiveness match up to their very best experiences with other companies and organisations they deal with.
34. At the same time there will continue to be a **real terms reduction in available resources**. It is sobering that around 60% of the spending reductions planned in public services are yet to take effect. And **austerity is very much here to stay**. The legacy of unfinanced commitments already made by the current Government and the further efforts required to address the structural deficit mean that - whatever the make-up of the Government following the May 2015 General Election - Local Government will continue to be squeezed through to at least 2020. This will be the case should the OBR's (Office for Budget Responsibility) positive growth forecasts be met. If they are not, it will be even tougher.

35. These challenges are not surprising – they have loomed large for the last few years. But their **scale, prolonged nature**, and the fact **we cannot control them**, mean it is critical we regularly re-assess them. I'll now go on to describe how we can continue to respond effectively to these difficult and uncertain conditions.

What must we focus on next?

36. **I remain confident we can successfully navigate the significant challenges we face.** The evidence of our continued progress over the last six months confirms to me that **we have the right overarching strategy in place**: a constant focus on building strong relationships within and outside of the council; taking a long term strategic view; prioritising support to our most vulnerable residents; and finding innovative ways to work with residents to co-design and co-deliver services.
37. Crucially our strategy is purposefully **strengthening our capability and capacity to respond quickly and nimbly to any new challenges that are presented to us.** The significant level of uncertainty we face in both the immediate and long term necessitates this.
38. There are **four particular areas I believe we must focus on** over the remainder of 2014 in order to continue the successful implementation of our Corporate Strategy. I will be paying careful attention to each of these, and I welcome the important contributions Members will also make in each of these areas.

We must keep checking we are meeting the needs and expectation of residents

39. The **needs and expectations of residents are dynamic and constantly changing.** It is our duty to respond to these. There is no single simple way of doing this. There is also inherent complexity given the many different individuals, groups and communities that we serve. There are two important elements we must improve on to help us manage this.
40. Firstly, it is critical that we involve users in any work to improve or change what we do. This means **strengthening our understanding of residents' experiences and our capability to co-design and co-deliver solutions** with them. Members will of course continue to play a vital role through community leadership and by feeding information from local areas into the Council. Secondly, we must make **full use of the data and facts** that can – and should always – help guide our decisions and policies. This includes fully understanding the long term impacts of any decisions we make now.

We must push ahead with our partners on whole system transformation

41. A **deep understanding of residents' needs and experiences**, and careful assessment of what drives positive outcomes and value must shape our transformation efforts: not organisational boundaries. As I described earlier we're starting to see some of the benefits of a shift of emphasis from multiple high cost responses by different organisations towards co-ordinated prevention, earlier intervention, and a stronger focus on how communities and individuals can be

supported to meet their own needs rather than be seen as passive recipients of services.

42. We need to **deepen this work with partners** so we can consistently design what we do around the concepts of “one place, one budget” and “one person, one budget”. This systems change is complex. And putting changes in place is always harder than writing them down. To help facilitate progress we will be developing some joint work over the coming months with key partners on our organisational practices, cultures and skills.

We must realise the opportunities identified by our work on innovation

43. Having made significant efficiency savings over recent years, we are now entering a phase where balancing our budget rests increasingly on our ability to successfully **execute our more innovative and transformative ideas**.
44. In addition to the areas of significant system transformation with partners described above, we must move quickly over the coming months to seize the **opportunities opened up by latest technology and digital developments**. And we must bring forward the next set of proposals from our work on **new models of delivery**.

We must put strong leadership in place which can release the full energy and potential of staff

45. Finally, to enable us to achieve these things we need to **strengthen our ability to operate as “one team”**, to direct our resources and skills nimbly onto the most important tasks, and to balance the day-to-day delivery of current services with work to design and implement new models of public services.
46. This requires **a more widely distributed – and therefore stronger - leadership model** so that our senior officer leaders are organised to make an optimal contribution. We have started to develop these arrangements and they will be properly established over the next six months. It will mean moving away from a purely functional and directorate/service centred set of arrangements and supplementing these with networks focussed on cross-cutting goals. The Cabinet Member portfolios have already been adapted to reflect this approach.
47. The wider leadership group will also give added focus to our efforts to **release the full energy and potential of staff**. An essential role of leaders is to create the conditions in which everyone can make a positive contribution. I'm determined we make strong progress on this over the next six months.
48. Finally, I want to put on the record again **my appreciation of the colleagues – staff, Members, partners and residents - I am fortunate to work alongside**. I look forward to discussing this report with you. And I'm excited about the work will we do together for Surrey over the next six months.

Attached

Annex A: Case studies

Annex B: Awards and recognition

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Chief Executive's Six Month Progress Report

January – July 2014

Annex A: Case Studies

Supporting vulnerable adults

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Protecting our vulnerable children

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Investing in our schools

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Creating opportunities for young people

- Patrick Tuite develops a new career through his apprenticeship, p.24

Miriam Lloyd helps a disabled resident's dream come true



Miriam Lloyd from the Employability Team (pictured left) shares the inspirational story of Anton who overcame his disability to pursue his dream career as a fitness instructor

Can you tell us about one of the people that you've helped? I wanted to share the story of one of my clients, Anton. When he was 12, Anton was diagnosed with ataxia. This means he experienced a loss of voluntary muscle control, resulting in lack of balance and coordination caused by damage to the brain and central nervous system. Anton learned that he would need to use a wheelchair for the rest of his life, which made him depressed and withdraw from everyday activities and school to stay at home.

How did you help him? When he was 18, Anton said he reached the conclusion that '*..life was too short. I needed to grow up and get a life*'. He was introduced to EmployAbility, a supported employment service for disabled people who want to work but need some additional support in achieving this. We explored Anton's passion for health and fitness, and helped him to gain relevant qualifications, including one where he could work with disabled clients, and secured him a work experience placement with his local community gym, 'Fresh'.

What impact did this have? Anton has turned his dream of becoming a personal trainer into reality. Anton has been offered paid employment with 'Fresh' and is currently piloting his own disability fitness group. He is also saving up for an off-road wheelchair with his sights set on climbing Mount Snowdon. Anton is working with 'Fresh' and the Council's Adult Social Care team to deliver exercise to local community groups, encouraging others with mobility difficulties and disabilities that gaining a healthier lifestyle can be achieved by everyone.

What did you learn from your experience with Anton? That anything and everything is achievable when you adopt a positive outlook. Our working practices allow us to focus on every individual's requirements; in this case, Anton's reading interest in the subject of Anatomy and Physiology. Don't ever overlook the smaller details, as these could be the answer to the bigger solution and in this case, Anton's inspirational achievements.

How can people find out more? Please contact me at: miriam.lloyd@surreycc.gov.uk or visit us on <http://www.surreycc.gov.uk/social-care-and-health/adult-social-care/adults-with-learning-disabilities/employability>



Anton is now a fitness instructor at 'Fresh' gym in Shepperton, providing fitness classes for local disabled groups

Holly Case gives hope to residents experiencing domestic abuse



Holly Case from the Libraries service (pictured left) describes an award-winning partnership initiative that has strengthened the advice and support services available to domestic abuse victims

Why are libraries involved in tackling domestic abuse in Surrey? Domestic abuse is a very real problem affecting people in Surrey. It accounts for between 16 and 25% of all violent crime nationally, and data from 2012/13 showed that over 12,500 domestic incidents or crimes were reported to Surrey Police (although domestic abuse is notoriously under-reported). Our challenge was to increase the level of support which libraries can offer and to make residents aware of that support.

How have you contributed to the reduction of domestic abuse? For anyone who has survived or is still experiencing domestic abuse, it is vital to have access to free, safe and untraceable information which can be life-saving. Libraries are part of the answer to that need. By providing specialist books and free computer use, we can help individuals reach that essential, immediate local help and ongoing support. By promoting these services and sharing personal experiences through workshops, we can raise awareness within Surrey of these often hidden issues.

What difference is this making for the victims? As well as providing a safe place for people to find information and help, libraries are helping people to come to terms with their experiences, with opportunities to express their emotions creatively through writing and drawing. "Healing Words" and "Moving Forward" are e-books produced as part of our continued partnership work with Surrey's domestic abuse outreach services, and were created by local survivors of domestic abuse. The e-books with their raw emotional content have helped raise the level of awareness of domestic abuse and its consequences. We have also been running self-esteem workshops. One of the attendees at one of our workshops said, "I have lost my house, my children but not my hope – you have helped me to remember not to give up – EVER. Thank you."

What did you learn from your experience? Working in partnership is essential to the success of any work which is trying to support vulnerable people, with each part knowing what it can offer.

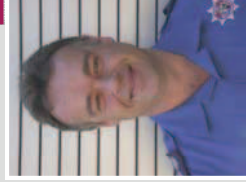
How can we find out more? See the website <http://www.surreycc.gov.uk/people-and-community/libraries/your-health-and-well-being-how-libraries-can-help/domestic-abuse-how-libraries-can-help>

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"I have lost my house, my children, but not my hope."

One of our Domestic Abuse support service users on the value of the service



Bryn Strudwick admires great teamwork between Fire and Adult Services



Bryn Strudwick from the Fire and Rescue Service (pictured left) talks about an award winning joint project with Adult Social Care to reduce the risk to older residents from fire

What was the challenge you faced? Through our research into fatal fires it was highlighted that older vulnerable people were at a higher risk from fire. “Keeping YOU Safe from Fire” was designed to highlight to the fire service those at a higher risk and allow for a fire service visit to fit or recommend the best equipment, and advice on maintaining safety. This needed a multi agency approach as Adult Social Care is aware of about 20% of this group. Part of the project looked at how we can train staff from all agencies involved in adult social care.

How did you respond? The multi-agency “Keeping YOU Safe from Fire” DVD based training package was designed and produced to meet the training required by carers, care workers, local authorities, Community alarm, Surrey County Council and Surrey Fire & Rescue Service staff. The DVD based package was developed in consultation with end users and allows for single or group staff training to deliver the required safety and referral process information.

How will this work help to support vulnerable adults? Every fatal fire costs the UK economy, on average £1.6m, but more important is the issue of supporting people to live safely and independently in their own homes, reducing the costs of residential care and reducing the pain and suffering caused by injury and death. In March 2014, Surrey Fire and Rescue Service and Adult Social Care were awarded the Improvement and Efficiency Social Enterprise (IESE) Fire Service Project of the Year Award 2014 (see Awards section on p.25).

What did you learn from your experience? That combining the skills of Adult Social Care and Surrey Fire & Rescue Service staff and working closely together with many other agencies and end users is the key to success. No one agency can achieve this alone.

How can people find out more? Please contact me at bryn.strudwick@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/social-care-and-health/adult-social-care/protecting-adults-from-harm/keeping-you-safe-from-fire>

“No one agency can achieve this alone. Working together is the key to success.”

Bryn Strudwick reflects on the ‘Keeping YOU Safe From Fire’ project

Mary Angell shares how Members pool funds to help children in care



Councillor Mary Angell, Cabinet Member for Children and Families (pictured left) tells us how Members are pooling funds together to give children in care treats or experiences they may not otherwise have access to.



As part of the work the Council does with Looked After Children, events, such as children's parties, give them access to opportunities and experiences they may not otherwise have had.

“I wanted to make it easier for children to have something that would make a difference to their day to day lives.”

Councillor Mary Angell on the thinking behind the Members Bursary Fund

What was the challenge? Looked After Children are some of the most vulnerable people in the county and can be disadvantaged in many ways including social, educational and their practical day to day needs. For various reasons, some of our children in care may not have had the same opportunities that many in the county take for granted. For example, receiving a gift from a friend or family member or being able to try out a new hobby or experience.

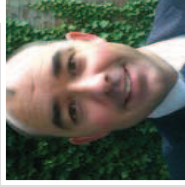
What did you do? As Cabinet Member for Children and Families and with the council acting as corporate parents for these children, I wanted to make it easier for children in our care to have a simple treat or gift that would make a difference to their day to day lives. I agreed with all of Surrey County Council's elected members to set up a bursary fund for Looked After Children that members could contribute to. The bursary funds would then be available for Looked After Children to apply to, supported by their social workers.

What effect did this have on our children in care? The bursary fund has made a real difference to children in care who come from a variety of backgrounds, giving them treats and one off experiences they might not otherwise have access to. We have awarded 149 bursaries worth over £40,000 in total since 2012 to children in our care for things including their first bicycle, cookery courses, sports equipment and school trips.

What did you learn from your experience? Sometimes the little things can make a world of difference to child in difficult circumstances and we can easily find opportunities to make this happen.

How can people find out more? Please contact me at mary.angell@surreycc.gov.uk or visit www.surreycc.gov.uk/carezone

Matthew Jezzard praises a new way to reduce traffic congestion



Matthew Jezzard (pictured left) from Environment and Infrastructure explains how a joint road permit scheme with East Sussex County Council has helped keep things moving on Surrey's roads

Why was a road permits scheme needed? Legislation imposes a 'Network Management Duty' on Highway Authorities to manage road networks effectively. By 2012, with continued utility company programmes to replace gas and water mains across Surrey, the Superfast Broadband roll-out and expansion of Surrey Highway's resurfacing programmes, it was clear that the powers used by Surrey's Streetworks Team were insufficient to meet this challenge.

So what did you do? We applied to the Department for Transport to run a Permit Scheme to give us more powers to direct the timing, duration and methodology of works on the Highway undertaken by utility companies and Surrey's own Highways contractors. We partnered East Sussex County Council in drafting and developing the South East Permit Scheme (SEPS) enabling us to operate the same set of rules. We shared consultancy, training and set up costs and four other South East Highway Authorities are considering joining the scheme.

How has this helped improve Surrey's roads? We are now able to better co-ordinate and manage all works undertaken by utility companies and our own contractors, ensuring works durations are appropriate, correct traffic management measures are deployed and that opportunities for collaborative works are maximised. In the six months since SEPS commenced over 35,000 permits to work have been granted. Of these, approximately 10% were initially refused, requiring changes and resubmission before being granted approval. The scheme has been praised by the Federation of Small Businesses who said, "*Our members do raise concerns periodically over road works causing traffic disruption near their businesses and efforts to reduce this are most welcome...*"

What did you learn from your experience? Set sensible timescales for delivery, to allow sufficient time to develop complex legislation, including extensive consultation with all stakeholders and recognise the need to clearly understand our partner authority's political pressures and operational differences.

How can people find out more? Please contact me at matthew.jezzard@surreycc.gov.uk or see <https://www.surreycc.gov.uk/highwaypermitscheme>

"We are now able to better co-ordinate and manage all works"

Matthew Jezzard on the roadworks permit scheme



Since the permit scheme was launched, more than 3,700 applications from utility companies and other organisations have been rejected for failing to limit the impact on traffic.

Michele Manson celebrates a new type of partnership to help businesses



Michele Manson from Trading Standards (pictured left) tells us about an innovative partnership to help small businesses in Surrey to make better informed choices to aid economic growth

What was the challenge you faced? Primary Authority Agreements (PAPs) create partnerships between individual Trading Standards services and individual businesses. A recent extension to include trade associations and organisations presents the challenge of establishing a single point of contact nationally for consistent business advice to a much wider range of businesses.

How did you respond? In March 2014 Surrey and the ACS (Association of Convenience Stores) launched an innovative new Assured Advice Scheme for retailers to provide business advice and guidance through a simple, common approach to key practices, including age restricted sales, training and effective record keeping. We have linked up with the national body, representing over 33,000 members (approximately 250 of them are based in Surrey), to simplify rules for local shopkeepers and encourage economic growth. The new 'coordinated primary authority partnership' is one of the first to be developed in the country.

How will this work help strengthen Surrey's economy? The ACS Scheme provides small traders with clear and consistent advice nationally but it also means that the estimated 250 traders in Surrey are served more efficiently through a single response rather than on a one to one basis, make better informed business choices and, through improvements in customer service, greater contributions to well-being and community and health.

What did you learn from your experience? The guidance and other documentation produced for the ACS PAP has adopted the simpler style – brief and pictorial – that they use themselves. Presenting information in this form has been a challenging and valuable experience.

How can people find out more? Please contact me on michele.manson@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/business-and-consumers/trading-standards>

“The ACS Scheme means...make trades...make better informed business choices and greater contributions to wellbeing, community and health”

Michele Manson explains the benefits of working with ACS



Surrey's Trading Standards service was awarded the 'Best Local Authority' stand at the Trading Standards Institute conference in 2013.

“It has reignited my interest in cycling”
 A resident praises the cycling festivals held as part of the Travel SMART programme

Paul Millin cuts carbon, calories and cost for our residents



Engaging with the community early was key in developing travel solutions to cut carbon, calories and costs for Surrey residents. Paul Millin from Environment & Infrastructure (pictured left) explains how this worked.

What was the challenge you faced? In July 2012 we received £16.8 million from the Department for Transport (DfT), providing funding for the Council’s Travel SMART programme. Travel SMART aims to help residents and businesses cut carbon, calories and costs. Balancing the risks and requirements of organising diverse initiatives such as cycle festivals and major new infrastructure like Guildford’s fourth park and ride site whilst making the programme appear seamless and coherent is challenging!

How did you respond? By co-designing elements with members, building a good governance structure and keeping communication open and honest, the team as a whole has been able to deliver a successful and high quality programme within the time and budget constraints. We have been able to engage directly with Councillors, local communities and businesses to help shape the programme and deliver the outcomes with a strong sense of ownership locally.

How did this contribute towards caring for Surrey’s environment? Over 5,000 people attended our cycle festivals in summer 2013 and we are expecting them to be even more popular this summer. One resident commented that it had “*reignited my interest in cycling*”. Hundreds of people are saving themselves time and money every day by using the new Onslow Park and Ride service which is taking cars out of Guildford town centre. Cyclists and pedestrians in each of the four Travel SMART towns of Redhill, Guildford, Woking and Reigate now enjoy better and safer environment allowing them to get about more easily. Not only are we seeing more people get on the bus in Surrey, but bus passengers are now enjoying better facilities and greater comfort when they travel.

What did you learn from your experience? For me, I’ve learnt quickly that early engagement with the community will generate project ownership and maximise positive outcomes. Don’t be constrained by talking to the people you always talk to. Widening the net will help achieve better outcomes.

How can people find out more? Please contact me at paul.millin@surreycc.gov.uk or see the www.travelsmartsurrey.info



The new Onslow Park & Ride that was delivered recently is part of the Travel SMART programme and has successfully taken cars out of Guildford town centre, reducing carbon emissions and congestion.

“We’re eating now together as a family.”

One of the parents that attended one of the training courses on the HENRY programme

Julie Nelson promotes exercise and nutrition to help cut child obesity



Child obesity rates in Surrey are a serious public health concern. Julie Nelson from Public Health (pictured left) describes the HENRY programme and the impact it’s having on the lifestyles of families in Surrey.



Since they were established, 336 families have attended HENRY groups. They go with the aim of helping themselves to live healthier lifestyles.

What was the issue you were trying to tackle? Whilst Surrey has a lower prevalence of child obesity than other parts of the country it is still a serious public health challenge. The National Child Measurement Programme for 2012/13 shows that almost one in five Surrey children aged 4 – 5 years are overweight or obese and for children aged 10 – 11 years the number rises to over one in four.

How are you addressing this? HENRY (Healthy exercise and nutrition for the really young) is a programme which has been shown to support families with children under five to have a healthier lifestyle. The early years are a key period for child obesity prevention. Public Health and the Early Years and Childcare Service have jointly commissioned the HENRY programme for several years. Children’s centre and NHS staff undergo HENRY training which enables them to work together with families. Further developments of the HENRY programme in 2013/14 are: providing cook and eat training for children’s centre and NHS staff and *A healthy start in childcare* training for early years staff in day care, nurseries and childminders.

How successful has this been so far? National and local evaluation of HENRY shows a positive improvement in the way practitioners work with families. Families attending HENRY groups have been found to have a healthier lifestyle. Over 400 staff have been trained to deliver HENRY as part of their one to one work with families and by facilitating HENRY groups. So far 336 families have attended HENRY groups. One of the parents who attended a HENRY group said: ‘*We’re eating now together as a family, rather than having child dinner and adult dinner.*’ The outcome of the new “cook and eat” training will be families with practical skills to feed their families more healthily. Training staff in day care, nurseries and childminding will increase the number of children who are cared for in an environment that promotes healthier lifestyles and obesity prevention.

What did you learn from your experience? Using national and local evidence of effectiveness is important to support commissioning and get the right outcomes for residents.

How can people find out more? Please contact Julie Nelson at Julie.Nelson@surreycc.gov.uk or for more information on HENRY, you can go to <http://surreynurturinglinks.org.uk>

Shahnaz Bano encourages carers to take a free health assessment



Health Checks have been one of the services offered to residents to identify the risk of developing health conditions such as heart disease. Shahnaz Bano from Public Health (pictured left) tells us why they want carers to take advantage of this service.

What was the challenge? The impact of caring can be detrimental to carers' health.

Research has found that those caring for others, for 50 hours a week or more, are twice as likely to be in poor health as those not caring. Using the data we had, we know that there are over 108,000 carers of all ages in Surrey.

How have the Health Checks helped? The NHS Health Check programme aims to help prevent heart disease, stroke, diabetes, kidney disease and certain types of dementia. Everyone between the ages of 40 and 74, who has not already been diagnosed with one of these conditions or have certain risk factors are eligible for this service. Public Health offered free NHS Health Checks to registered carers through their carer support organisations and schemes across Surrey at the venue and time that was convenient for them.

What has the impact of this initiative been? Picking up health problems at an early stage can help ensure people can live an active life as they get older. In the last two years we have offered 425 and delivered 338 health checks to carers: the uptake rate is 79.5%. Surrey is leading the way nationally in targeting eligible carers for health check delivery and has been mentioned by Public Health England as an example of good practice.

What did you learn from your experience? I have learnt that to really make a difference to carers' health, you need to provide a holistic approach to tackle their health and social care needs. By working with colleagues, in carers support organisations, and pooling together resources into one place, this makes the whole programme cost effective and convenient for carers.

How can people find out more? Contact Shahnaz.bano@surreycc.gov.uk or see <http://www.healthysurrey.org.uk/your-health/health-checks/>

“Those caring for others for 50 hours or more a week are twice as likely to be in poor health as those not caring”

Shahnaz Bano warns of the risk to carers' health in Surrey

Susie Campbell involves families in designing services they use



Susie Campbell from Surrey's Schools and Learning Service (pictured left with Helen Plank, a parent carer representative (left)) explains how they're taking part in a partnership project to meet the needs of young people with special educational needs and disabilities (SEND)



“It was really as lovely to feel heard on an equal footing!”

A Surrey family reflect on the new approach to support planning for young people with special educational needs and disabilities

What was the challenge you faced? Families have been telling us locally (and across the country) that sometimes they find it difficult to get the support they need because they often have to repeatedly tell their story and manage relationships with a range of different practitioners. The Government has introduced legislation to require us to work in a new, more co-ordinated way from September 2014. Young people aged 0-25 with SEND will be supported by a new single education, health and care plan and with their families will be more actively engaged in reviewing how they access the services available to them (the 'local offer').

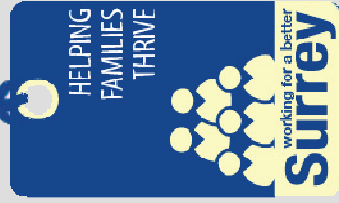
How did you respond? Surrey became part of the SE7 Pathfinder, which is trialling the new legislation ahead of September 2014 and is a champion of this work nationally. In Surrey, we have been working in partnership with all services and with families and young people to co-design the new system. For example, young people from NESCOL have taken a lead role in helping us design what our local offer should look like.

How did this help families thrive in Surrey? We have trialled the new plan with 65 families who tell us that they feel more listened to. One of the families said: *“It was really rather lovely to feel heard on an equal footing! Sometimes it used to feel as if being a parent was itself a disability. Now I feel that I am part of the team and as though there is someone on my side. Before I felt like the enemy.”*

What did you learn from your experience? Do not underestimate the importance of good communications and the value and strength of co-designing with families and young people who receive our services.

How can people find out more? Please contact me at surreypathfinder@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/learning/special-educational-needs-and-disability-send/future-changes-to-how-we-support-those-with-send>

The Family Voice Surrey conference was held to bring partners and parent-carers together to help influence decisions that affect children in Surrey with special educational needs or disabilities.



Norah Lewis helps residents access information about care and support



Providing information and advice on care and support at the right time can help people recover from a crisis and maintain their independence and wellbeing. Norah Lewis from Adult Social Care (pictured left) explains how.

What was the challenge you faced? Many residents are unaware of the care and support options available to them so when a crisis occurs, such as a diagnosis of an illness or sudden poor health, they do not know what help is available or where to go.

How did you respond? We have made easy access to information and advice a strategic priority over the last four years and helped develop local information Hubs located in high street locations. Staffed by volunteers who use care services themselves, and a paid worker, they offer support, speak from experience and help signpost people to relevant services or more specialist advice. There are now eight Hubs open with three more being planned.

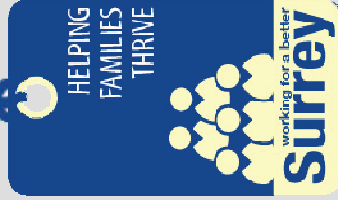
Can you give an example of how this service is helping residents? In the last year the Hubs have dealt with more than 5,000 enquiries from residents who typically walk in due to their prominent high street locations. Mrs A was one of those residents we helped through this service. Her husband had suffered a stroke and was recovering in hospital. She visited her local Hub after seeing a stroke leaflet in the window. We spoke to her about her concerns about her husband's employment and juggling a new role of being his carer with her full-time job. We referred her to a range of support services, such as an Occupational Therapist to adapt her home for her husband's return from hospital, and these have helped her to deal with the new situation she and her husband found themselves in.

What did you learn from your experience? All families can find themselves in a position at some stage in their lives where they need to find help for a parent or other family member due to illness, frailty, reduced mobility or disability. Understanding where to go for free and appropriate support is critical.

How can people find out more? You can visit www.thesurreyinfo.org.uk or www.surreyinformationpoint.org.uk

People
“We have made
easy access to
information and
advice a priority.”

Norah Lewis on the
purpose of the
Community Hubs



Rose Wilson reveals what over 400 volunteers have done for communities

Since the start of the roll-out of the Community Partnered Libraries scheme, book issues and visitor numbers have gone up, and the volunteers that run them are having a positive experience. Rose Wilson from the Libraries service (pictured left) shares the successes.

What was the challenge you faced? The libraries Public Value Review in 2011 identified that savings needed to be made. We also thought that empowering communities to run their libraries and tailor them for their local community would give them a new lease of life. Byfleet was the first community partnered library (CPL) to open in September 2012.

How did you get the scheme off the ground? Three months of community information and discussion were carried out. A number of volunteers stepped forward and we developed a support team for them and link libraries which would help them when they had done their initial training and were flying solo running their library. We needed to re-engineer working practices so they were robust and straightforward for the volunteers to deliver but still made all library services available locally. This was aimed at empowering the volunteers to run their own libraries without the need to rely on the County Council.

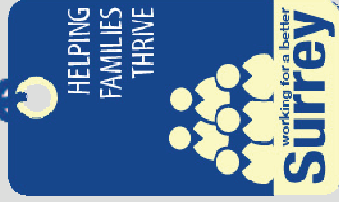
What impact has this had on local communities? Volunteers across the county are taking up the opportunity to run their own libraries. Eight of the planned ten CPLs are up and running, the most recent being Ewell Court which launched on Saturday 24th May 2014. Book issues and library members are up overall just over 6% each. There are over 400 volunteers across all CPLs, and in libraries such as Virginia Water volunteer numbers are still increasing. There has been an upturn in visitor figures in some CPLs, for example, up 7% at Byfleet and 9% at Bagshot. The volunteers have really enjoyed the experience. One volunteer said, *“thank you for creating such a positive enjoyable volunteering environment- it’s a great addition to my life.”*

What did you learn from your experience? Volunteers bring great energy and commitment and thrive on good quality support. Working together on how and why you run your services the way you do, and helping them develop their library services in the way they want provides healthy and useful challenges and understanding which help improve how services are run for local residents across the library service.

How can people find out more? Please contact me at Rose.wilson@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/people-and-community/libraries/volunteering-in-libraries>

“There are over 400 volunteers and numbers are still increasing”

Rose Wilson on the impact of Community Partnered Libraries



Maria Michaelides helps a mother, daughter and son get back to work

Maria Michaelides from the Department of Work and Pensions (pictured left) joined the Council on secondment to help those families with multiple and complex needs to get the support they needed to get back to work. She explains how she helped three members of one Surrey family get back into work.

What was the challenge you faced? 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 to work as a ‘team around the family’ using a single assessment and single action plan.

How did you respond? I was seconded from the Department for Work and Pensions to the Surrey Family Support Programme to support unemployed adults and young people from these families into work. As a consequence of these new arrangements, I now sit on the Surrey multi agency panels and attend regular ‘team around the family’ meetings. When I work with a family, I am part of a team around the family with professionals from other agencies, which will often include education welfare officers, health visitors, police officers, housing officers and any other professionals that can support the family’s needs.

How is the programme helping Surrey families? This programme supports families to gain employment in lots of different ways. For example, through my work with one family I have helped them to consolidate their finances, referred the mother to ‘Progress!’(a back to work programme) supported the daughter into part time employment and encouraged the son, who was long term unemployed, to attend a Prince’s Trust course. Following successful completion of this course he has started full time work.

What did you learn from your experience? It is important to challenge perceptions of worklessness for families with multiple and complex needs. We need to listen to and value the whole families’ aspirations and values around employability. Then ensure that we take a multi agency approach to help them achieve those aspirations. Then ensure that we take a multi agency approach to overcome the barriers to work and help them achieve their aspirations.

How can they find out more? Please contact me at maria.michaelides@surreycc.gov.uk or see www.surreycc.gov.uk/familysupportprogramme

“It’s important to challenge perceptions of worklessness for families”

Maria Michaelides sums up what she has learned from the Family Support Programme



Rubina Bhatti shares how Family Learning has changed life for her and her family

When Rubina Bhatti (pictured left), a Surrey resident, first arrived in the UK, she felt isolated as she spoke very little English. She tells us how going on a Family Learning course helped to change her life.

What was the challenge you faced? My son was struggling at school and his teacher thought that we both could benefit from the opportunity of learning together. My first language is Urdu. I was very isolated so, I jumped at the chance to join a Family Learning class held in my child’s school.

How did you respond? I was very keen to attend the course as I had not had the chance to do any formal learning since I arrived in the UK 12 years before. I had been busy raising children and looking after a rather large family where my own needs were not always given priority. I wanted also to help my children develop their skills.

How has this helped you and your family? Family Learning courses have helped me to understand how English and maths are taught at school. This helped increase my ability and confidence to support my child and improve my skills at the same time. The Service works with 900 families across Surrey in partnership with schools and children centres. The courses offer parents a chance to gain and work towards qualifications (pre-GCSE) and to receive guidance on how to access further learning or employment. I gained the confidence to volunteer at school three days a week, helping children with maths and English, and I hope to train as a teaching assistant in the future. I was recognised for the work I had done by receiving the Adult Learners Week Individual Award for ‘Learning in Families and Communities’ from the National Institute of Adult Continuing Education on 10 June.

What did you learn from your experience? Without the opportunity to attend a Family Learning course, I may have never had the confidence to learn with my child, start volunteering and pursue a career in education. The experience has been life changing.

How can they find out more? Please contact Cheryl.brown@surreycc.gov.uk or see the web site www.surreycc.gov.uk/adultlearning/familylearning

“I may have never had the confidence to learn with my child. The experience has been life-changing.”

Rubina Bhatti on the benefits of Family Learning courses

“Our commitment to the future education of local children has been made possible by Surrey’s substantial investment in the buildings and grounds”

Sally Hewlett-Taylor on Burhill school’s expansion

Sally Hewlett-Taylor shares how we’re easing pressure on school places



Sally Hewlett-Taylor (pictured left), Headteacher at Burhill Primary School, explains the benefits of expanding the school to accommodate pupils of primary school age

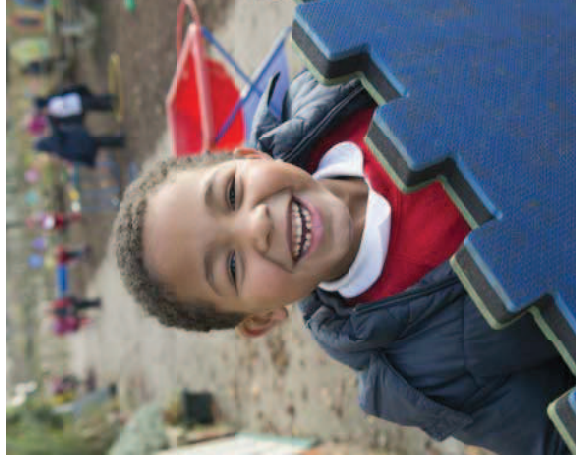
What was the challenge you faced? We are seeing increasing pressure on school places in Elmbridge following an increase in population. Births in Elmbridge have fluctuated around 1,500 per year for a number of years and this rise is expected to continue.

How did you respond? Together with Surrey County Council, Burhill agreed to provide an additional 30 school places in 2011, 2012 and again in 2014. Alongside this we agreed to expand from an infant school (year 2) to a primary school (year 6). Over the last six months, rapid progress has been made to develop a new building and facilities.

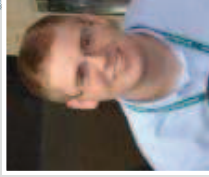
How have the pupils benefited from this? We are able to use the extra space and facilities the new building offers to accommodate more children from local families. There are 12 brand new classrooms, a specialist science/technology room and a roof garden for experimental learning outdoors. Two new sports courts are also being put to good use and combined with sports premium funding more local children are receiving specialist sports coaching. Improved indoor facilities include a dance/drama studio and the parent teacher association provided specialist lighting and theatrical backdrops to enhance the exciting opportunities this space affords the children. We are taking the opportunity to source furnishings and equipment, which will carry the school into the future. We are confident this will help secure a unique learning environment.

What did you learn from your experience? Our commitment to the future education of local children has been made possible by Surrey’s substantial investment into the buildings and grounds. Eventually, local families will be able to see their children’s primary education from three through to 11 years old in modern, light and spacious classrooms. We are delighted with the outcome of this ambitious project to extend and refurbish Burhill School.

How can they find out more? Please contact me at head@burhill.surrey.sch.uk or find out more online at <http://www.surreycc.gov.uk/your-council/how-the-council-works/our-performance/our-priorities/investing-in-our-schools2>



Pupils at Burhill school will benefit from the Council’s investment programme to expand the county’s schools to meet demand for places. The Council has pledged to invest £327m for over 13,000 additional school places over the next five years.



Patrick Tuite develops a new career through his apprenticeship

Patrick Tuite (pictured left) wanted a career change. Now an apprentice with the Council, he explains how he took the opportunity to strengthen his career prospects while delivering value for money for East Sussex County Council.

What appealed to you most about the apprenticeship role at Surrey? I had spent the last six years in catering. Up until last September I was assistant manager at a National Trust property in Surrey but wanted a career change, Surrey County Council was one of the few organisations offering apprenticeships for people up to the ages of 24. What appealed to me most about the apprenticeship was the chance to work for Local Government and develop a career within procurement. Having not gone to university the idea of further qualifications is always appealing so I was pleased to discover that with the apprenticeship I would be doing an NVQ level 3 in Business Administration.

What have you been working on since you started at the Council? Since I joined the council I have worked on developing a new project performance tracker for the procurement department, this has involved developing a system from scratch and working closely with our colleagues in East Sussex County Council. I also attend a weekly procurement review group which has offered me exposure to work carried out by all the services within the council.

What do you plan on doing once your placement finishes? I have just begun a three month acting up opportunity as projects officer, in this time we will be rolling out the new system across the department as well as East Sussex. Before my contract ends I hope to find a permanent role within the Surrey procurement department.

What advice would you give to other apprentices just starting out on their placement? The apprenticeship is what you make of it, the more you put in the more beneficial your time will be. Enjoy it.

How can people find out more? Please contact me at Patrick.tuite@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/learning/14-19-education-and-training/young-people-and-apprenticeships> to learn more about the Council's scheme



Working with 'Fulham FC Foundation' and the 'Barclays Spaces for Sports', the Council helped Surrey teenager Lou Nappin to secure a youth coaching role with Fulham Football Club. Lou was formerly not in education, employment or training.

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“The more you put in, the more beneficial your time will be. Enjoy it.”

Patrick Tuite's advice to new apprentices

Annex B: Awards & Recognition

The Council's Shared Services team has been named the best in Europe by a major industry body. The Shared Services and Outsourcing Network praised the team for their innovative use of technology and social media, winning "**Best Shared Service Centre or Outsourcer in Europe for Customer Service**". It was competing with organisations such as Coca Cola Hellenic, Siemens and Bank of Ireland for the award. They have also retained the **Customer Service Excellence Award**.

The **Highways Service** was recommended for a Customer Service Excellence Award in April. This award reflected the Service's principle of putting the customer at the heart of everything they do.

The new **Walton Bridge** was among the winners at a ceremony held in May by the Institution of Civil Engineers to celebrate the best projects in the industry. The bridge received the Community Award at the ceremony and was praised by the panel as being "... a great example of engineering giving real value to the community."

Surrey's Fire and Rescue Service won the **Fire & Rescue Project of the Year** at the annual Improvement and Efficiency Awards together with the adult social care team. The project aims to provide fire safety training to people who care for older residents and those with disabilities and health problems. (See **Bryn Strudwick's case study, page 11**)

A first-aid booklet that the Council helped to create to make it easier for disabled people to communicate in emergencies has won a **Red Cross award for excellence** at the charity's annual conference.

Surrey Performing Arts Library has won a **national award for excellence for a third time**. It was handed the accolade by the UK branch of the International Association of Music Libraries. The council was also awarded this in 2010 and 2012.

Ofsted have rated **more than 80% of Surrey schools** as being either 'good' or 'outstanding'. They judged 100 schools to be 'outstanding' and 213 as 'good'.

The Council's website was awarded the highest possible four-star rating while also being one of a handful labelled a "favourite site" in a report by the **Society of Information Technology Management**. The report rates the performance of council websites each year, and Surrey's site was among 31 out of 400 to get the top rating.

The Guardian published an article in April about the successful launch by Surrey social workers of an independent organisation to provide care for deaf people and the hard of hearing. **First Point** was created with the help of the county council to give people greater control over their support.

County Council Meeting – 15 July 2014

REPORT OF THE CABINET

The Cabinet met on 27 May and 24 June 2014.

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 27 May and 24 June meetings are included within the agenda at item 15. 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 14 July 2014).

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

1. STATEMENTS/UPDATES FROM CABINET MEMBERS

None.

2. REPORTS FOR INFORMATION / DISCUSSION

27 May 2014

A HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME

1. The Council's People Strategy for 2010 – 2014 identified a need for a high performance development programme to further develop the leadership capabilities within the organisation. Between 2009 and 2013, coaching helped the County Council shape a workplace where people thrive and grow, as well as being pivotal in culture and performance improvements. The coaching outcomes, over the last four years, have positively affected the quality of the service residents received in whatever way they came into contact with our staff. During this time Surrey there was:
 - 55% increase in resident perception of SCC employees attempting to understand their needs
 - 5% improvement in how employees viewed workload, supervision and change
 - perception from 80% of coaching programme delegates that their own performance improved as a result of the coaching
 - 60% of delegates believed SCC's performance improved as a direct result of the coaching programme

- Sickness absence significantly improved from 13.2 days per FTE in October 2008 to 6.49 days per FTE in March 2014
2. In reviewing and consulting on the future needs for the next phase of leadership development across the council, the High Performance Leadership Development Programme (HPDP) programme is helping to bring about the vision of the Leader of the Council to work together as **One Team**. The level of performance the Council aspires to will be more an outcome of culture, relationships and mindset than it will be of structure. The HPDP will be key in helping build a more networked organisation where everyone is working together to deliver the strategic priorities for residents.
 3. A pilot of the HPDP took place between November 2013 and April 2014 and 68 senior leaders attended. There was good feedback
 4. A programme of coaching tailored specifically with Members, for Members, will also be developed to offer a continuous development opportunity for Members. This will be compulsory for the Cabinet Team and available to all other Members on a voluntary basis.
 5. By awarding this contract for the provision of the HPDP, the Council will ensure that leaders and managers are equipped with the skills, tools and techniques required to lead the organisation.

6. The Cabinet agreed:

That contracts be awarded to the preferred bidders of WillisClare Ltd and Penna Plc.

B ESTABLISHMENT OF A PROPERTY COMPANY

1. The Investment Strategy agreed by Cabinet in July 2013 was developed in response to the requirement for the Council to maintain its financial resilience in the longer term. Cabinet approved that the recommended governance arrangements were put in place in order to consider individual investment opportunities and to provide advice to Cabinet on investment decisions.
2. Cabinet also approved that work commence on the preparation of a business case to establish a property investment company. This work has now been completed, with the aid of specialist advisors.
3. Over the last year, the Council has acquired properties to provide for future service requirements or to contribute to the regeneration of a particular area. Each acquisition has been made in line with the Investment Strategy and completed following the consideration of the business case by Cabinet, with the capital spend and associated revenue impact of these decisions reported monthly in the Financial Monitoring report.
4. The investment portfolio of the Council will therefore be a combination of assets acquired or developed by the Council itself for future service needs or

regeneration purposes and those acquired or developed by a wholly owned property company. Activities undertaken by the Council may also include the strategic acquisition of land for future service need, for example in respect of Schools Basic Need, or in relation to the stewardship role of the Council in shaping the long-term future of the county.

5. The proposals in relation to the creation of a property company have been developed with the assistance of independent specialist advisors covering financial, tax and legal disciplines. The most appropriate legal structure under the Companies Act 2006 for the Council to undertake commercial property activities is a company limited by shares. The company will be wholly owned by the Council and will form part of the Surrey County Council owned group of companies created following the incorporation of S.E.Business Services Ltd and Surrey Choices Ltd.
6. The recommended structure for the property company has been developed to provide the most appropriate solution bearing in mind the tax implications that arise from making investments in property or undertaking property development activity.
7. The main considerations taken into account are that it is advisable to keep investment assets and property development activities in separate companies:
 - Investment Asset: A property that is held for the rental return and long-term capital appreciation.
 - Property Development: Planning, design, development and build of a property or an estate of properties for sale, or for full or partial retention for the ongoing rental income. Properties that are retained for the long-term rental income become an Investment Asset after completion.
8. The proposal is therefore to create a Property Holding Company (the Property Company) with three subsidiary companies as follows:
 - Property Investment Company: Residential
 - Property Investment Company: Commercial
 - Property Development Company
9. Decisions on taking forward each investment opportunity will be taken by Cabinet. The Investment Advisory Board will provide advice to Cabinet, ensuring that appropriate and credible options are presented that fully evaluate the financial and risk implications of each proposal.
10. The Investment Advisory Board will be responsible for strategically managing the overall portfolio consistent with the aims of the Investment Strategy and will monitor achievement of the objective that an appropriately balanced and diversified portfolio is created over time across the combination of Council owned assets and those owned by the Property Company.

11. The Cabinet agreed:

1. That the business case for the creation of a Property Company and associated subsidiary companies be approved, in order to take forward the agreed Investment Strategy.
2. That the governance arrangements for the Property Company, including the Articles of Association of the Company be approved.
3. That the provision of initial equity finance, a working capital loan and a loan facility be approved.

C SURREY'S STRATEGY FOR GYPSY, ROMA AND TRAVELLER CHILDREN AND YOUNG PEOPLE 2014 – 2017

24 June 2014

1. Surrey's strategy for Gypsy, Roma and Traveller (GRT) children and young people was informed by needs analysis, which found that across a range of health, education and social indicators. Surrey's GRT children and young people have some of the poorest life chances compared with the county's 0-19 population generally. The strategy identifies how the Children, Schools and Families (CSF) Directorate, and wider partners, could reduce local inequalities and improve outcomes for Surrey's GRT children and young people.
2. The strategy focuses on 0-19 year olds but includes broader issues relating to the needs of Surrey GRT families and communities where these impact upon children and young people's wellbeing. The needs analysis was developed in collaboration with a wide range of stakeholders including staff within the Children, Schools and Families Directorate, external partners and members of Surrey's GRT communities. It provides a clearer understanding of the needs of GRT children and young people in Surrey. The action plan, with the strategy, aligns with Surrey's Lifecourse Outcomes approach, which was developed in consultation with children, young people, parents and practitioners to find a common way of looking at the outcomes.
3. Many of the actions can be implemented by Surrey County Council's Children, Schools and Families Directorate, but there are also recommendations for wider partners that would benefit from political support and high level leadership as they are taken forward.
4. **The Cabinet agreed:**
 1. That the strategy, as set out in Annex A of the submitted Cabinet report, be approved, for implementation with immediate effect.
 2. That the strategy and needs analysis be published on Surrey County Council's website.

3. Officers should develop a short, accessible summary of the strategy to share with Surrey's GRT communities.

D QUARTERLY REPORT ON DECISIONS TAKEN UNDER SPECIAL URGENCY ARRANGEMENTS: 1 APRIL – 30 JUNE 2014

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

There have been no such decisions during the last quarter.

**Mr David Hodge
Leader of the Council
4 July 2014**

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Motion on Young Carers Research Group

1. The Council referred a motion to the Adult Social Care Select Committee and the Children & Education Select Committee at its meeting on 6 May 2014. The text of the motion is included in (**annex 1**) of this report.
2. To assist with considering the motion, it was agreed to establish a joint research group, Motion on Young Carers Research Group, comprised Zully Grant-Duff (Chairman), Margaret Hicks, Colin Kemp and Richard Walsh.
3. The Motion on Young Carers Research Group presented a report to the Adult Social Care Select Committee on 26 June 2014. A copy of the full report is available under item 12 of the agenda for that meeting. The recommendations outlined within the report were endorsed by the Committee (**annex 2**), and will be monitored, in the first instance, through the recommendations tracker of the Adult Social Care Select Committee.
4. The Research Group had been informed by witnesses that expanding Pupil Premium to young carers could potentially incentivise schools in identifying this group. However, it has to be recognised that many young carers do not wish to be identified. Additionally witnesses suggested there would need to be some criteria in place to address the fact that not all young carers identified in schools would require education support, but instead could be supported through engagement with social services or the Young Carers' Service.
5. The Research Group are of the view that the identification of need linked to the appropriate support and response for young carers is the current priority, rather than a focus on the Pupil Premium. The group notes it is recognised good practice that support for young carers should follow a multi agency approach, in order to achieve the best outcomes for young people and their families.
6. Therefore, the motion was not supported.

Dr Zully Grant-Duff,
Chairman of Children & Education Select Committee

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ORIGINAL MOTION

Meeting of Council, Tuesday, 6 May 2014 10.30 am (Item 13)

Item 13(iii)

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

‘Council notes:

- Young Carers are children and young people in Surrey’s schools and colleges who provide regular and on-going care to a family member who is physically or mentally ill, disabled or misuses substances;
- the tasks and level of caring undertaken by Surrey’s Young Carers can vary according to the nature of the illness or disability, the level and frequency of care needed and the structure of the family as a whole;

Council further notes that:

- the support Surrey County Council currently offers is through school staff and governors;
- many schools have a designated member of staff for Young Carers;
- many governing bodies now include the performance and well-being of Young Carers as an agenda item at their meetings, which should be considered “best practice”.
- the Pupil Premium is an additional allowance to support certain groups of children and young people at risk of not achieving their potential;
- children entitled to free school meals are eligible for Pupil Premium of £1,300 a year for primary pupils and £935 a year for secondary pupils;
- whilst eligibility for free school meals is the main criteria for entitlement to Pupil Premium, other groups are also entitled to Pupil Premium including children in care, adopted children, children in hospital schools and service personnel children;
- including Young Carers within Pupil Premium eligibility would enable schools and colleges to provide additional support to these young people.

Given the challenges faced by Young Carers, Council resolves to ask the Cabinet Member for Schools and Learning to write to:

- the Secretary of State for Education, the Minister of State for Schools, and the national Pupil Premium Champion, noting the content of this motion and asking that consideration be given to widen the eligibility for Pupil Premium to include Young Carers;

- the Chair of the Local Government Association, asking his organisation to support this campaign;
- the Headteachers of all schools in Surrey, asking them to lend their support to this request and to consider how best to support Young Carers, including identifying a designated member of staff and regularly monitoring the performance and well-being of Young Carers through their Governing Body; providing additional support where needed; and to work with to ensure Young Carers are supported and not disadvantaged because of the voluntary work they undertake looking after others.'

Motion on Young Carers Research Group

Recommendations endorsed by the Adult Social Care Select Committee
26 June 2014:

- 1) That the Strategic Director for Children, Schools and Families considers how schools can be supported in identifying and reporting the number of young carers.
- 2) That the Children & Education Select Committee considers the findings of the Young Carers Audit 2014 in Autumn 2014.
- 3) That the pilot Governor briefing sessions are expanded, and that the Cabinet Member for Schools & Learning and the Cabinet Associate for Adult Social Care continue to engage with school governors on the matter of young carers.
- 4) That the Schools and Learning and Adult Social Care Service together with Babcock 4S Schools' Support Service consider developing further training for schools in regard to supporting young carers.
- 5) That the refreshed Interagency Strategy for Young Carers in Surrey is considered by the Adult Social Care Select Committee and Children & Education Select Committee in Autumn 2014.
- 6) That the Assistant Director for Schools and Learning appoints an education representative to the Young Carers' Strategic Group, and that consideration be given to a representative from Babcock 4S also joining the group.
- 7) That the Health Scrutiny Committee receives a report on the implementation of the School Nurse Service Young Carers Pathway at a future meeting.

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County Council Meeting – 15 July 2014

REPORT OF THE PLANNING & REGULATORY COMMITTEE

- * Mr Keith Taylor (Chairman)
- * Mr Tim Hall (Vice-Chairman)
- * Mr Ian Beardsmore
- * Mrs Natalie Bramhall
- * Mrs Carol Coleman
- * Mr Jonathan Essex
- * Mrs Margaret Hicks
- * Mr George Johnson
- Christian Mahne
- * Mr Ernest Mallett MBE
- * Mr Michael Sydney
- * Mr Richard Wilson

* = Present

A = Apologies

A. THE SURREY CODE OF BEST PRACTICE IN RIGHTS OF WAY PROCEDURES

1. The Committee considered a draft Code of Best Practice in Rights of Way Procedures. This had been drawn up in response to a petition by Michael Wheaton of the Trail Riders Fellowship and in consultation with the Surrey Countryside Access Forum, Local Committee Chairmen's Meeting and the Chairman and Vice-Chairman of Planning & Regulatory Committee. The Code of Best Practice in Rights of Way Procedures was based on the Surrey Code of Best Practice in Planning Procedures and aimed to improve the processes and procedures involved when Rights of Way reports go to Local Committees.
2. The Code clarifies what Members can expect from Officers and the public from Members. In summary:
 - 2.1 All rights of way decisions considered by a Local Committee (or other decision making committee) will be the subject of full, written reports from officers incorporating firm recommendations. The reasons given by the committee for refusing or granting a recommendation should be fully minuted, especially where these are contrary to officer advice and/or Surrey County Council or other policies.
 - 2.2 Members are encouraged to undertake a period of training in rights of way procedures before taking part in the formal consideration (and voting) of items relating to rights of way issues.
 - 2.3 Members and officers should avoid indicating the likely decision on a procedure or otherwise committing the Authority prior to consideration by the Local Committee.
 - 2.4 Members will make oral declarations at a Local Committee of significant contact with applicants and objectors, in addition to the usual disclosure of pecuniary interests.
 - 2.5 Members of the public and their representatives may address the Local Committee on applications relating to public rights of way being considered by

the Committee. Speakers must register to speak and have previously made written representations to the Countryside Access Team.

2.6 The Surrey Countryside Access Forum and the Local Committee Chairmen's meeting considered the Code and their comments have been incorporated.

3. The Committee APPROVED the Code (attached as Annex A) and COMMENDS it to Council for inclusion in the Constitution.

Keith Taylor

Chairman of the Planning & Regulatory Committee

May 2014

SURREY CODE OF BEST PRACTICE
IN RIGHTS OF WAY PROCEDURES

CONTENTS

1. Introduction
2. Summary
3. The Code
4. Training
5. Lobbying of and by Councillors
6. Attendance at public meetings
7. Site visits
8. Declarations and registration of interests
9. Officer reports to Committee
10. Determination of application

**THE SURREY CODE OF BEST PRACTICE
IN RIGHTS OF WAY PROCEDURES**

1 INTRODUCTION

- 1.1 The Surrey Code of Best Practice has been produced so that there is clarification regarding the procedures in rights of way when they go to Local Committees for decisions.
- 1.2 This Code should be considered in conjunction with the Members' Code of Conduct, the Member/Officer Protocol and the Media & Publicity Protocol.
- 1.3 Local Committees have four roles. They:
- decide on local services and budgets delegated to them by the Cabinet
 - decide on local services and functions handed down to them within a framework of agreed performance standards and budgets
 - monitor the quality of services locally
 - engage local people in issues of concern, and influence the County Council and its Cabinet on county-wide plans and services in the light of local needs.
- 1.4 One of those areas of responsibility is rights of way issues. Those issues include but are not limited to rights of way diversions, definitive map modification orders, and traffic regulation orders.
- 1.5 To have your say on Rights of Way items please visit the Local Committees pages where guidance is available for speaking at Local Committee on those issues. The Rights of Way public notices page also advertises legal orders, which keep members of the public informed about current orders.

2 SUMMARY

- 2.1 The Surrey Code of Best Practice in Rights of Way Procedures is to clarify what Members can expect from Officers, and the public from Members, for all committee decisions relating to public rights of way in Surrey.
- 2.2 All rights of way decisions considered by a Local Committee (or other decision-making committee) will be the subject of full, written reports from officers incorporating firm recommendations. The reasons given by the committee for refusing or granting a recommendation should be fully minuted, especially where these are contrary to officer advice and/or Surrey County Council or other policies.
- 2.3 Members taking part in the consideration of items relating to rights of way issues are encouraged to undertake a period of training in rights of way procedures as specified by the Authority.
- 2.4 Members and officers should avoid indicating the likely decision on a procedure or otherwise committing the Authority during contact with applicants and objectors.

- 2.5 The law and guidance on the declaration of disclosable pecuniary interests as set out in the Member's Code of Conduct and the Council's Standing Orders, must be observed and upheld by all Members and officers.

3 The Code

- 3.1 The Surrey Code of Best Practice in rights of way procedures is to clarify what Members can expect from Officers and the public from Members for all decisions relating to public rights of way in Surrey.

4 Training

- 4.1 Members are encouraged to undertake a period of training in rights of way procedures before taking part in the formal consideration (and voting) of items relating to rights of way issues.
- 4.2 The County Council will from time to time consider and review the form of training that is most appropriate. Such training will also be required for both ex-officio Members and substitutes. A register of those who have attended training will be kept.
- 4.3 In the first instance there will be a series of short seminars by Countryside Access Officers on the legal and practical aspects of the operation of the relevant legislation and procedures surrounding rights of way matters.
- 4.4 This training will be open to all Members and brief handouts will be provided where appropriate. The Council will welcome suggestions from Members on any other subjects that they would like to see covered and any other training procedures that they would wish to adopt.

5 Lobbying of and by Councillors

Members and officers should avoid indicating the likely decision on an application or otherwise committing the Authority during contact with applicants and objectors.

- 5.1 Members should keep an open mind when considering rights of way items in accordance with the relevant considerations. Members must not favour any person, company, group or locality. However Members who have previously done something that directly or indirectly indicated what view they took, would or might take in relation to a matter and the matter was relevant to the decision but who come to the committee prepared to hear all relevant considerations, will not be perceived to have a closed mind when voting on the item.
- 5.2 Members involved in decision making on rights of way items should not, whether orally or in writing, organise support or opposition to a proposal, lobby other Members, act as advocate or put pressure on officers for a particular recommendation. However, Members not on the Committee can make written representations on an item.

6 Attendance at public meetings

- 6.1 Where possible Members who attend public meetings, should inform an Officer so they can attend and take notes. Wherever possible, such meetings should ensure that representatives of both proposers and objectors are allowed to present their views.
- 6.2 It is recognised that Members will be subject to lobbying on specific rights of way matters. In such cases it is essential that care is taken to maintain the Council's and Members' integrity and to protect the public perception of the processes involved with rights of way matters.
- 6.3 Whilst Members should bring to rights of way decisions a sense of the community's needs and interests, they have the difficult task of marrying their duty to represent the interests of

the community with an obligation to remain within the constraints of national legislation. They must only take account of relevant matters laid by the relevant Act under which the right of way issue is being considered. Local feelings may run high but these must be weighed carefully against all material considerations. The officer's report will deal specifically with these matters so that Members can arrive at an informed decision.

7 Site Visits

- 7.1 The purpose of a site visit conducted by Members and officers is to gain information relating to the rights of way decision and which would not be apparent from the officer's report and recommendation to be considered by the Committee. A site visit may also assist Members in matters relating to the context of the decision in relation to the characteristics of the surrounding area.
- 7.2 Formal site visits will be held where there is a clearly identified benefit to be gained from holding one i.e. where a proposal is contentious or particularly complex and the impact is difficult to assess or visualise from the submitted information or plans contained in the information before the Committee. The Committee Manager or Countryside Access Officer will keep a record of why such visits are being held and who attended.
- 7.3 The need for a site visit will be determined by the Countryside Access Manager in consultation with the Chairman of the Committee in advance of the report being considered by the Committee. All Members of the Committee will be invited to attend the site visit, together with the local Member(s), or Members may defer making a decision until they have held one.
- 7.4 All Members attending site visits should be accompanied by an officer. If access to private land is necessary, the Committee Manager in consultation with the case officer will secure the prior agreement of the land owner/tenant/applicant who will be advised that lobbying is unacceptable and that only factual answers or information should be given to Members.
- 7.5 At the discretion of the Chairman of the Committee, the relevant District and Parish Councils will be notified of any site visit and invited to attend and observe. Any persons present at a site visit who are neither Members nor officers of the Council may observe but not participate in the site visit.

8 Declaration and registration of interests

Members will make oral declarations at a Local Committee of significant contact with applicants and objectors, in addition to the usual disclosure of pecuniary interests.

- 8.1 The law and guidance on the declaration of personal and prejudicial interests as set out in the Members' Code of Conduct and the Council's Standing Orders, must be observed and upheld by all Members and officers. At Committee meetings Members will make oral declaration of significant contact with applicants or objectors.
- 8.2 Members should bear in mind the potential for their interests to affect the decisions they may take on such matters, even if such interests do not amount to disclosable pecuniary interests. If a Member's interest in a matter would lead them to predetermine a decision, it would not be appropriate for that Member to participate in the decision, even if they are not subject to any statutory prohibition relating to disclosable pecuniary interests. If they were to do so, they would be at risk of breaching the code of conduct and making the authority's decision vulnerable to challenge.

9 Officer reports to Committee

- 9.1 All items considered by the Committee will be the subject of a full written report by officers, which incorporates firm recommendations. These reports will consider national legislation,

Surrey County Council policies and guidance, and representations made by statutory consultees, local residents and other interested parties. The report will contain all the relevant material known at the time the report is despatched to Members. An updating sheet will be provided at Committee only if there have been any significant developments or changes to the report.

- 9.2 Rights of Way items, which may be submitted to the Planning and Regulatory Committee for determination will relate to: Minerals and Waste applications, cross boundary applications and locally contentious issues.
- 9.3 Decisions for rights of way on Surrey County Council, Borough or District land will be treated in the same way as any decision on private land. Decisions will be made strictly on legislation and Surrey County Council policy without regards to any financial or other gain that might accrue to the Council in respect of the decision. The County Council recognises that its own rights of way applications may not be treated any differently from any other.
- 9.4 Applications for changes to the rights of way network relating to Minerals and Waste applications will be considered by the Planning and Regulatory Committee usually when the decision on the planning application itself is made.
- 9.5 Definitive Map Modification Orders must be determined either way within twelve months in accordance with national legislation; officers conduct a comprehensive consultation and all responses get included in the officers report. Should Members recommend deferring the decision of an application a reason must be fully minuted. New evidence can be submitted to Officers, and a recommendation taken back to the following Local Committee.
- 9.6 Where rights of way proposals cross Borough and District boundaries, a report would normally go to both Local Committees. For example, in the consideration of Traffic Regulation Orders a report has to go twice; once for a decision on whether to publish a Notice of Intention to make an order and a second time to consider any representations from that Notice and determine whether an Order should be made. In this instance, the rights of way application may go to the Planning and Regulatory Committee for determination following an initial consultation with the appropriate local committee chairmen. Similarly, the Planning and Regulatory Committee can consider items that are particularly contentious locally.

10 Determination of rights of way matters

- 10.1 The reasons given by a Local Committee for refusing or granting a recommendation should be fully minuted, especially where these are contrary to officer advice or the county policy.
- 10.2 The County Council recognises that rights of way decisions are often matters of fine judgement where the balancing of considerations is difficult. The officer's report will normally rely heavily on national legislation and the Council's policies for Rights of Way as stated in the Rights of Way Statement for Surrey (January 2010). Members may wish to exercise their discretion to choose a recommendation as an exception to policy or may not agree with the recommendation. Where the Committee wishes to make a decision contrary to the officer's recommendations (whether for approval or refusal) the Committee will agree the reasons for the decision during the debate on the item, after taking advice from officers. If for any reason this cannot be completed during the debate, the Committee may delegate approval of the detailed drafting of the reasons to the Committee Chairman in consultation with officers. Should the matter end at Public Inquiry as a result of the decision, a Member will be required to attend and give evidence in support.
- 10.3 There is nothing to prevent a Member from seeking advice from officers, including advice on wording for an alternative recommendation, before a Committee meeting provided that he/she comes to the meeting with an open mind.

- 10.4 There will be full and accurate minuting of resolutions with a careful record being kept of the debate when a resolution is proposed, which is contrary to an officer recommendation. In such cases the Chairman will summarise, or cause to be summarised, the salient points of the debate. They will also ensure the text of the proposition is clearly understood before putting the matter to the vote. The officers have a duty to support the decisions of the Committee.
- 10.5 A Member shall decline to vote in relation to any rights of way decision unless he or she has been present in the meeting of the Committee throughout the consideration of that particular item.
- 10.6 Members of the public and their representatives may address the Local Committee on items relating to public rights of way being considered by the Committee. Speakers must first register their wish to speak by telephone or in writing/e-mail to the Community Partnership & Committee Officer by 12 noon one working day before a meeting stating on which item(s) they wish to speak.
- 10.7 Only those people who have previously made written representations to the Countryside Access Team, in response to an item will be entitled to speak. These representations should have been received during the formal consultation period. Further information about speaking at Local Committees can be found on the Surrey County Council website.

County Council Meeting – 15 July 2014

REPORT OF THE AUDIT & GOVERNANCE COMMITTEE

- * Mr Nick Harrison (Chairman)
- * Mr W D Barker OBE (Vice Chairman)
- * Mr Tim Evans
- A Mr Will Forster
- A Denis Fuller
- * Tim Hall

S Richard Wilson

- * = Present
- A = Apologies
- S = Substitute

A. RISK MANAGEMENT ANNUAL REPORT

1. The Committee considered the Risk Management Annual Report for 2013/14 and, following a robust discussion, confirmed that it was satisfied with the risk management arrangements.
2. The Audit & Governance Committee **COMMEND** the Risk Management Policy Statement and Strategy (Annex A) for inclusion in the Constitution.

B. CODE OF CORPORATE GOVERNANCE

1. The Local Government Act 2000 places a reliance on local authorities to review their governance arrangements and operate through a local governance framework which brings together requirements, governance principles and processes.
2. The Audit & Governance Committee considered and approved updates to Surrey County Council's Code of Corporate Governance. The Committee **COMMEND** the updated Code of Corporate Governance (Annex B) for inclusion in the Constitution.

Nick Harrison
Chairman of the Audit and Governance Committee
May 2014

Confident in our Future, Risk Management Policy Statement and Strategy

Risk Management Policy Statement

Introduction

Risk management aims to maximise opportunities and minimise exposure to ensure the residents of Surrey remain healthy, safe and confident about the future.

How successful the council is in dealing with the risks it faces can have a major impact on the achievement of key priorities, goals and service delivery to the community. The Risk Management Policy Statement and Strategy supports and underpins the council's Corporate Strategy: Confident in our Future, and the six key areas of focus - residents, value, partnerships, quality, people and stewardship.

The focus of good risk management is the identification and treatment of risks and opportunities. It increases the probability of success and reduces the likelihood of failure and the uncertainty of achieving objectives. Risk management should be a continuous and evolving process, which runs throughout the council's strategies and service delivery.

Learning lessons from past activities helps inform current and future decisions by reducing threats and optimising the uptake of opportunities. Celebrating and communicating successful risk management in turn encourages a more bold but calculated approach.

Risk Management principles

The council's approach to risk management is built on the following principles:

- **Alignment with objectives**
Enhancing opportunities for success and eliminating or minimising the threat of failure will enable the council to determine risk appetite and tolerance levels to support the achievement of objectives.
- **Clear guidance**
Effective management of risk is encouraged through an open and transparent approach that is suitably resourced and consistently applied.
- **Informs decision making**
Risk information is used to objectively inform decision-making and the achievability of desired outcomes.
- **Achieves measurable value**
Benchmarks and measures are used to monitor and report on how risk management contributes added value to the organisation.
- **Facilitates continuous improvement**
Significant events and incidents are reviewed to ensure lessons are learnt and actions for improvement are identified and implemented.

Benefits

The following benefits are realised through the above principles:

- Improved organisational resilience through strengthening our ability to achieve objectives and enhance the value of the services we provide
- Proactive management of risk
- Improved governance enabling informed decision-making
- Stakeholder confidence and trust
- Flexibility to respond to new pressures and external challenges

Realisation

The realisation of the principles and benefits will be achieved through the operation of the council's risk approach and arrangements.

The Risk Framework contains specific information on the council's risk arrangements and the risk process and procedures.

Compliance with these documents will ensure that the council achieves excellence in its approach to and management of risk.

Risk Management Strategy

Introduction

Risk management is an integral part of good management practice and a key part of corporate governance. This strategy outlines the arrangements put in place to ensure the council identifies and deals with the key risks it faces.

Objectives

The objectives of this strategy are to:

- Fully embed risk management into the culture of the council and ensure staff and members are equipped to work with and support the risk culture;
- Ensure consistency in the management of risk and that the risk management framework is implemented and understood by all staff who have a direct operational responsibility for managing risk;
- Communicate the council's approach to risk management to stakeholders;
- Ensure the benefits of risk management are realised through maximising opportunities and minimising threats;

Risk Management

The council has adopted proactive risk management arrangements to enable decisions to be based on comprehensively assessed risks, ensuring the right actions are taken at the right time.

The risk management arrangements help to support and underpin the council's corporate strategy, 'Confident in our Future.' How successful the council is in dealing with the risks it faces can have a major impact on the achievement of its key strategies, priorities and service delivery to the community.

The focus of good risk management is the identification and treatment of risks. It increases the probability of success and reduces the likelihood of failure. Risk management should be a continuous and evolving process, which runs throughout the council's strategies and service delivery.

Learning lessons from past activities and events helps inform current and future decisions. Celebrating and communicating successful risk management in turn encourages a more daring but calculated approach.

Integrated Risk Management

In order to create an integrated risk management culture that is embedded into day to day activity, a collaborative approach to risk is undertaken. Service, financial and risk plans are developed using a five-year business planning cycle and are regularly reviewed using an iterative process.

There are a number of levels of risk register:

- Leadership risk register – owned by the Chief Executive
- Directorate risk registers – owned by individual Strategic Directors
- Service risk registers – owned by individual Heads of Service.

Roles and responsibilities

All employees and members involved in managing risk should be aware of their risk management responsibilities, which includes risk and opportunities across the whole organisation, as well as in specific service areas. However, the ultimate responsibility for risk management lies with the Leader of the Council and the Chief Executive.

Specific responsibilities for risk management are shown in the table below.

| ROLE | RESPONSIBILITIES |
|---------------------------------|--|
| The Cabinet | <ul style="list-style-type: none"> • Oversee effective risk management across the council. • Ensure that key risks are identified, effectively managed and monitored. |
| Portfolio Holders | <ul style="list-style-type: none"> • Ensure that risks within their portfolio are identified and effectively managed through discussions with Strategic Directors and Heads of Service. • Contribute to the Cabinet review of risk and being proactive in raising risks from the wider Surrey area and community. |
| Members of Select Committees | <ul style="list-style-type: none"> • Monitor and challenge key risk controls and actions. |
| Audit & Governance Committee | <ul style="list-style-type: none"> • Provide independent assurance to the council on the effectiveness of the risk management arrangements. • Annually approve the risk management policy statement and strategy. |
| Corporate Leadership Team (CLT) | <ul style="list-style-type: none"> • Ensure effective implementation, monitoring and review of the council's risk management arrangements. • Identify, own and manage the key risks facing the council. |
| Strategic Directors | <ul style="list-style-type: none"> • Own their directorate risk register and regularly identify, prioritise and control risks within their area of responsibility as part of wider council performance. • Ensure that risk management within their directorate is consistently implemented in line with the council's Risk Management Strategy. • Challenge heads of service on key risks relating to their services. • Proactively raise risks issues at CLT and with Portfolio Holders |
| Heads of Service | <ul style="list-style-type: none"> • Own their service risk register and regularly identify, prioritise and control risks within their area of responsibility as part of wider council performance. • Report to Strategic Directors on any perceived new risks or failures of existing control measures. • Support and have a regular dialogue with their dedicated risk champion to ensure that risk management within their area is implemented in line with the council's risk management strategy. • Challenge risk owners and actions to ensure that controls are being put in place and monitored. |
| Managers | <ul style="list-style-type: none"> • Take ownership for actions they are responsible for and report to their head of service. • Co-operate and liaise with the risk champion. • Report any perceived new risks or failure of control measures to their manager. |
| Staff | <ul style="list-style-type: none"> • Assess and manage risks effectively in their job and report risks to their manager. |
| Risk and Governance Manager | <ul style="list-style-type: none"> • Co-ordinate and facilitate the implementation of the risk management arrangements. • Moderate and challenge risk across the organisation. • Provide training and communication. |

| | |
|----------------------|---|
| | <ul style="list-style-type: none"> • Centrally holding and publishing all council risk registers. • Facilitate the review and challenge of the Leadership risk register. |
| Strategic Risk Forum | <ul style="list-style-type: none"> • Review directorate risk registers through challenge and moderation. • Make recommendations to the Corporate Leadership Team on changes to the corporate risk arrangements and strategic risks. • Identify and escalate common themes and risk management issues across the council through sharing learning and best practice. • Lead on the review of risk culture across the organisation. |
| Risk champions | <ul style="list-style-type: none"> • Key contact for risk within their directorate and/or service. • Support management with the review of risk, including the risk register, as part of performance monitoring. • Promote risk to embed and aid understanding. |
| Internal Audit Team | <ul style="list-style-type: none"> • Audit the Council's risk management process. • Use risk information to inform the annual internal audit plan. • Ensure that internal controls are robust. |

Other officer groups deal with specific areas of risk management and these include the Health & Safety operations team and the Council Risk and Resilience Forum. These groups are represented on the Strategic Risk Forum so that their work can be coordinated with the overall management of the risks facing the council.

Risk Management framework

Effective risk management requires an iterative process of identifying, measuring, managing and monitoring risks.

Risk Identification

Cabinet Members, the CLT, Heads of Service and managers continually undertake risk identification as part of strategic and service planning and delivery. Focus for risk identification should be at a level that is material to strategic / service objectives, targets and service sustainability.

Risk Assessment

Risk assessment ensures that risks are judged on a uniform scale, enabling risks to be objectively scored and compared across the organisation.

The outcome of service level risk assessment is the categorisation of risks according to their impact (financial, service level, reputation) and likelihood. It assesses the relative importance of the identified risks so as to allow risk owners, where necessary, to prioritise action to mitigate them.

The output from the risk assessment is a consolidated risk register. The total risk scores are assigned into bands (red, amber or green) according to the severity of the risk.

Risk Control and reporting

Actions to address significant risks need to be specified and regularly reviewed. These mitigating actions should be focused on reducing the impact or likelihood of risks.

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Code of Corporate Governance

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COMMITMENT TO GOOD GOVERNANCE

- 1 The Corporate Strategy, 'Confident in Our Future' sets out the council's overall purpose to ensure good quality public services for the residents of Surrey so they remain healthy, safe and confident about the future.
- 2 Good corporate governance underpins confidence in public services and should be transparent to all stakeholders. The council is committed to demonstrating it has sound corporate governance and this Code of Corporate Governance sets out the way the council meets that commitment. This in turn promotes adherence to the council's values that guide the behaviour of all officers and Members:



- 3 Corporate governance is the manner through which the council directs and controls its functions and relates to its communities. A robust governance code provides assurance that Surrey is meeting best practice in protecting its assets and serving the community.
- 4 The council must review at least annually the effectiveness of its governance arrangements and produce an Annual Governance Statement (AGS), which recognises and records the governance framework and environment. The AGS must be signed by the Chief Executive and the Leader of the Council and be included within the Statement of Accounts, as required by the CIPFA / SOLACE framework, the Statement of Recommended Practice (SORP) 2007 and the Accounts and Audit Regulations (2011).
- 5 The Code of Corporate Governance sets out the mechanisms for monitoring and reviewing the corporate governance arrangements, which enables the council to identify good governance practice and also areas for improvement.

GOOD GOVERNANCE PRINCIPLES

Principles of Public Life

- 6 The council has made a commitment to ensuring that good governance is in place and that it is serving the local community in accordance with the seven principles of public life as defined by the Nolan Committee in 1994. These principles apply to everyone working in the public services and should be incorporated into all codes of conduct and behaviour to ensure residents and service users receive a high quality service.
- 7 The principles are as follows:
 - **Selflessness**
Officers and members should act solely in terms of the public interest. They should not act in such a way in which to gain financial or other benefits for themselves, their family or their friends.
 - **Integrity**
Officers and members should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

- **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, officers and members should make choices on merit.

- **Accountability**

Officers and members are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their role.

- **Openness**

Officers and members should be as open as possible about all decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

- **Honesty**

Officers and members have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the people of Surrey.

- **Leadership**

Officers and members should promote and support the principles by leadership and example.

Core Governance Principles

- 8 The council has adopted six core governance principles, which ensure good governance, compliance with the principles of public life and support the achievement of the Corporate Strategy.

| | Core Governance Principle | Corporate Strategy strand |
|---|--|---------------------------|
| 1 | <p>Surrey County Council will focus on its purpose and will implement a vision for both Surrey and its local communities to achieve the intended outcomes for the community.</p> <p>It will meet this by:</p> <ul style="list-style-type: none"> • Continuously developing and clearly communicating its purpose and vision; • Ensuring users receive a high quality of service; and • Making best use of resources. | Quality |
| 2 | <p>The council's members and officers will work together to achieve a common purpose with clearly defined functions and roles.</p> <p>It will meet this by:</p> <ul style="list-style-type: none"> • Ensuring there is a constructive working relationship between members and officers; • Ensuring responsibilities of members and officers are carried out to a high standard; and • Having clear relationships between the council, its partners and the public. | Partnerships |
| 3 | <p>Surrey County Council will promote values and demonstrate good governance by upholding high standards of conduct and behaviour.</p> <p>It will meet this by:</p> | People |

| | | |
|---|--|-------------|
| | <ul style="list-style-type: none"> • Requiring members and officers to maintain high standards of conduct; and • Continuing to ensure that its values are promoted. | |
| 4 | <p>Surrey County Council will take informed and transparent decisions that promote value for money and are subject to effective scrutiny and risk management.</p> <p>It will meet this by:</p> <ul style="list-style-type: none"> • Promoting decision making that is rigorous and transparent; • Having good quality information, advice and support; • Ensuring that effective risk management and performance management systems are in place; and • Using its legal powers to the full benefit of residents and communities. | Stewardship |
| 5 | <p>Surrey County Council will seek to develop the capacity and capability of members and officers to be effective.</p> <p>It will meet this by:</p> <ul style="list-style-type: none"> • Aiming to ensure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles; • Engaging effectively with all sections of the community; and • Making best use of human resources through consulting and involving staff in decision-making. | Value |
| 6 | <p>Surrey County Council will engage with Borough, District and Parish Councils, residents associations and other stakeholders as appropriate to promote robust public accountability.</p> <p>It will meet this by:</p> <ul style="list-style-type: none"> • Promoting leadership through a robust scrutiny function; • Involving local people, partners, business and other stakeholders in the early development of policy; and • Taking an active and planned approach to dialogue with and accountability to the public. | Residents |

SUPPORTING GOVERNANCE DOCUMENTS

9 The Code of Corporate Governance contains 32 council policies and processes that are of key importance in maintaining good governance, supporting the achievement of the Corporate Strategy and underpin compliance with the core governance principles. The documents are shown at Annex A against the six Corporate Strategy strands.

10 Responsibility for each governance document ultimately rests with the Chief Executive or one of the strategic directors, aside from statutory functions that fall within the personal responsibility of the Section 151 Officer or the Monitoring Officer. Cabinet Members must also demonstrate ownership within their individual portfolios.

11 Below those officers and members, the Code of Corporate Governance identifies, where appropriate, those officers who have a material input and control over governance documents. These officers are referred to as Policy Custodians and they are shown in Annex B.

GOVERNANCE REVIEW

12 The annual review of governance assesses the level of compliance with each of the core governance principles. A flowchart showing the process is shown at Annex C. The review consists of a number of parts as follows.

PART 1 – CUSTODIAN ASSURANCE

13 Policy Custodians are required to complete an annual Custodian Assurance Statement. A summary report is presented to the Governance Panel, which makes recommendations on the policies to be included in the annual Control Risk Self Assessment (CRSA) exercise outlined below.

PART 2 – POLICY COMPLIANCE (CRSA) AND REPORT ON INTERNAL CONTROL

14 Following agreement by the Governance Panel on the policies to be tested, questionnaires are sent out by the Internal Audit Team to a sample of staff and members. Audit reports are sent to Policy Custodians who then complete a management action plan for any improvement areas identified. A summary report is also presented to the Governance Panel and any significant areas included in the AGS.

15 The Chief Internal Auditor uses information gathered from internal audit reviews carried out as part of the annual audit plan, to report on the adequacy of the internal control environment. This report is presented to the Governance Panel and any significant areas included in the AGS

PART 3 – ASSESSMENT OF THE CORE GOVERNANCE PRINCIPLES

16 The Risk and Governance Manager carries out the annual assessment of the core governance principles. The review consists of:

- interviews with key officers,
- reviewing existing procedures, and
- assessing existing governance arrangements against best practice.

17 A summary report is then presented to the Governance Panel and any significant findings will be included in the AGS.

PART 4 – ADDITIONAL GOVERNANCE INFORMATION

18 In order to pull together a full picture of governance across the organisation, the Governance Panel also look at any relevant reports and findings from other inspectorates and groups, along with any self-assessments that the council has completed within the relevant year. Any significant issues are then included in the AGS and the information includes the following:

- External audit reports
- External inspection reports
- Annual review of the effectiveness of the system of internal audit
- Member task group reports and findings

PART 5 - AGS

19 Taking all the above information into account, the draft AGS is developed and agreed by the Governance Panel. The Chair of the Governance Panel consults with Continual Improvement Board before the AGS is presented to the Audit and Governance Committee and the Cabinet.

PART 6 - MONITORING

20 The Governance Panel monitors progress on any improvement actions identified and update reports are presented to senior officers and Audit and Governance Committee as appropriate.

ROLES AND RESPONSIBILITIES

21 All staff and members have a role in ensuring good governance but specific responsibilities are set out below:

| ROLE | RESPONSIBILITIES |
|--|---|
| The Cabinet | <ul style="list-style-type: none"> • Approve the AGS for publication with the Statement of Accounts • Monitor any governance improvements required, as appropriate |
| Portfolio Holders | <ul style="list-style-type: none"> • Demonstrate ownership of individual policy areas • Approve governance policies as appropriate |
| Audit & Governance Committee | <ul style="list-style-type: none"> • Review the draft AGS and advise the Cabinet as appropriate • Monitor the effectiveness of the governance arrangements • Monitor compliance with the Code of Corporate Governance • Approve governance policies as appropriate |
| Continual Improvement Board | <ul style="list-style-type: none"> • Commission remedial action to address issues • Review related reports en route to the Cabinet e.g. AGS |
| Governance Panel | <ul style="list-style-type: none"> • Refer to the Terms of Reference – Annex D |
| Heads of Service and Assistant Directors | <ul style="list-style-type: none"> • Appoint Policy Custodians as required • Promote the delivery of policies within their service • Participate in the governance review and ensure that officers under their charge cooperate within the given timescales • Ensure governance improvements required within their service are acted upon in a timely manner and reported as necessary |
| Policy Custodians | <ul style="list-style-type: none"> • Maintain and regularly review policies to ensure they reflect legislative changes, best practice and organisational changes • Ensure policies are communicated effectively • Operate a standard process of version control on all policies • Ensure actions identified through the corporate governance review are acted upon in a timely manner and reported as necessary |
| Risk and Governance Manager | <ul style="list-style-type: none"> • Coordinate the corporate governance review • Carry out the annual assessment of core principles • Annually review the Code of Corporate Governance • Ensure provision of Corporate Governance training for staff and members |
| Internal Audit Team | <ul style="list-style-type: none"> • Conduct the annual review of policy compliance • Provide information on the internal control environment to inform the AGS |

REVIEWING AND REVISING THE CODE

22 This Code of Corporate Governance will be reviewed annually to reflect any changes. For any queries or comments on this document please contact:

Cath Edwards, Risk and Governance Manager, Business Services

GLOSSARY

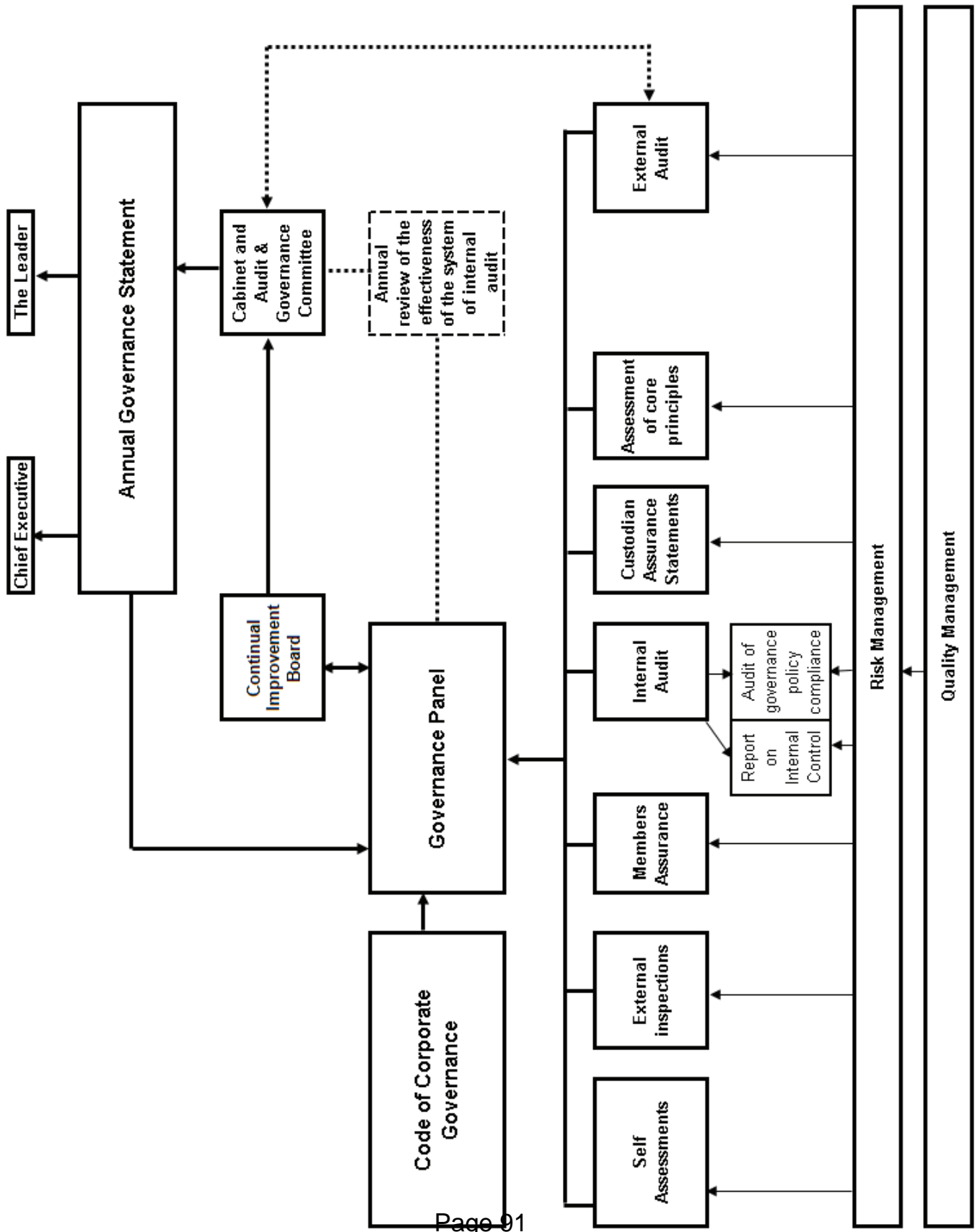
| | |
|---|---|
| Annual Governance Statement (AGS) | A statement required by the Accounts and Audit Regulations (Amendment) (England) 2006 explaining how the council has complied with the code of corporate governance. It is signed by the Chief Executive and Leader of the Council and published as part of the annual Statement of Accounts. |
| Chartered Institute of Public Finance and Accountancy (CIPFA) | The leading accountancy body for public services. |
| Constitution of the Council | Sets out how the Council operates, how decisions are made and the procedures that are followed to ensure efficiency, transparency and accountability. |
| Control Risk Self Assessment (CRSA) | An annual self assessment undertaken using questionnaires to ascertain the levels of compliance with governance policies. |
| Corporate Governance | How local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. |
| Custodian Assurance Statement (CAS) | An annual submission from each Policy Custodian providing assurance that each policy is up to date and detailing any work that has been undertaken throughout the year. |
| Effectiveness review | A requirement of the Accounts and Audit Regulations 2006 for the council to annually conduct a review of the effectiveness of its system of internal audit. |
| External Audit | An external annual review of the Council's accounts. |
| Governance Panel | Chaired by the Head of Legal and Democratic Services, the panel ensures that the council has a robust appraisal of governance. It advises Corporate Board, Audit & Governance Committee and Cabinet on the adequacy of the governance arrangements and proposes areas for improvement through the Annual Governance Statement. |
| Internal Audit Team | An independent appraisal function that objectively examines, evaluates and reports on the adequacy of internal control. They are part of the Policy and Performance Service within Chief Executives Office. |
| Monitoring Officer (Head of Legal and Democratic Services) | The statutory officer in accordance with section 5 of the Local Government and Housing Act 1989 with responsibility for: <ul style="list-style-type: none"> • Maintaining the Constitution • Ensuring lawfulness and fairness of decision making • Receiving reports • Receiving and dealing with allegations of misconduct • Access to information • Advising whether executive decisions are within the budget and policy framework • Providing advice |

| | |
|---|---|
| Policy Custodian | Officer(s) with oversight for a governance document. They have responsibility for ensuring that it is up to date and promoted across the authority. |
| Continual Improvement Board | Chaired by the Strategic Director for Environment and Infrastructure, it ensures effective self-regulation, oversight and assurance of governance. |
| Section 151 Officer (Chief Finance Officer and Deputy Director for Business Services) | The statutory officer with responsibility for: <ul style="list-style-type: none"> • the proper administration of the Council's affairs under section 151 of the Local Government Act 1972 • Ensuring lawfulness and financial prudence of decision making • Contributing to corporate management • Providing advice • Giving financial information |
| Society of Local Authority Chief Executives and Senior Managers (SOLACE) | The representative body for senior strategic managers working in local government, promoting effective local government. |

Supporting Governance documents

| | |
|--|--|
| <p><u>RESIDENTS</u> Actively involving local people and stakeholders</p> | <p><u>QUALITY</u> Ensuring a high quality service</p> |
| <p>Fairness and Respect Communication and Engagement Strategy</p> | <p>Complaints Freedom of Information People Strategy</p> |
| <p><u>VALUE</u> Taking informed and transparent decisions that promote value for money</p> | <p><u>PEOPLE</u> Maintaining high standards of conduct</p> |
| <p>Procurement Standing Orders Cabinet Forward Plan Scheme of Delegation Standing Orders</p> | <p>Capability Change Management Codes of Conduct (officers and Members) Arrangements for dealing with complaints about Members Disciplinary Ending Harassment, Bullying and Discrimination</p> |
| <p><u>PARTNERSHIPS</u> Having clear relationships</p> | <p><u>STEWARDSHIP</u> Ensuring effective risk and performance management systems</p> |
| <p>Surrey Compact Voluntary, Community and Faith Sector (VCFS) Framework Partnership Framework and Principles: <ul style="list-style-type: none"> • Memorandums of Understanding • Joint Working Arrangements </p> | <p>Data Protection IT Security Premises Security Strategy Against Fraud and Corruption Regulation of Investigatory Powers Act (RIPA) Resilience Policy</p> <p>Financial Regulations Risk Management Health and Safety Whistleblowing</p> |

| Document | Custodian |
|--|---|
| Arrangements for dealing with complaints about Members | Head of Legal and Democratic Services |
| Cabinet Forward Plan | Cabinet Business Manager |
| Capability | Deputy Head of Human Resources |
| Change Management | Deputy Head of Human Resources |
| Code of Conduct for Staff | Deputy Head of Human Resources |
| Code of Conduct for Members | Head of Legal and Democratic Services |
| Communications and Engagement Strategy | Head of Communications |
| Complaints | Customer Services Improvement Manager |
| Data Protection | Corporate Information Governance Manager |
| Disciplinary | Deputy Head of Human Resources |
| Resilience Policy | Head of Emergency Management |
| Ending harassment, bullying and discrimination | Equality Inclusion and Wellbeing Manager |
| Fairness and Respect | Lead Manager, Policy and Strategic Partnerships |
| Financial Regulations | Chief Finance Officer |
| Freedom of Information | Freedom of Information Officer |
| Grievance | Deputy Head of Human Resources |
| Health and Safety | Senior Health and Safety Manager |
| IT Security | Head of IMT |
| Member / Officer Protocol | Head of Legal and Democratic Services |
| Partnership Framework and Principles | Strategic Director for Change and Efficiency |
| People Strategy | Head of HR and Organisational Development |
| Premises Security | Area Delivery Manager |
| Procurement Standing Orders | Head of Procurement and Commissioning |
| Regulation of Investigatory Powers Act (RIPA) | Community Protection Manager |
| Risk Management Strategy | Risk and Governance Manager |
| Safer Recruitment | Deputy Head of Human Resources |
| Scheme of Delegation | Head of Legal and Democratic Services |
| Standing Orders | Democratic Services Lead Manager |
| Strategy against Fraud and Corruption | Chief Internal Auditor |
| Surrey Compact | Democratic Services Lead Manager |
| VCFS Framework | Democratic Services Lead Manager |
| Whistle blowing | Deputy Head of Human Resources |



Governance Panel - terms of reference

Scope

The Governance Panel (the panel) ensures that the Council has a robust method of scrutiny and appraisal of Governance. The panel advises Continual Improvement Board¹, Audit & Governance Committee (A&GC) and Cabinet on the adequacy of the arrangements and proposes areas for improvement through the Annual Governance Statement (AGS).

The panel reviews reports from Internal Audit, Risk & Governance, External Audit and other relevant documents.

The Role of the Governance Panel

The Governance Panel collectively, is responsible for:

- Reviewing reports from Internal Audit, Risk & Governance, External Audit and other relevant inspectorates
- Agreeing the sample of governance policies to be tested
- Approving changes to the Code of Corporate Governance
- Reviewing significant changes to governance policies
- Reporting on significant governance improvements and weaknesses to the Audit and Governance Committee
- Being a key point of escalation to Continual Improvement Board
- Monitoring improvement plans and reporting to the Audit & Governance Committee
- Reporting progress and key concerns to members

Membership

The following officers form the Governance Panel:

| | | |
|------------------|---|---|
| Chair | - | Head of Legal and Democratic Services (Monitoring Officer) |
| Standing members | - | Chief Finance Officer (Section 151 Officer) |
| | - | Deputy Head of HR & Organisational Development |
| | - | Chief Internal Auditor |
| | - | Representative from Policy and Performance |
| | - | Risk & Governance Manager |
| Advisors | - | Policy custodians |
| | - | Representatives from Internal Audit |

¹ Consisting of Strategic Director for Environment and Infrastructure (Chair), Chief Finance Officer, Head of HR and Organisational Development, Head of Policy and Performance, Heads of Service/Assistant Directors from Adult Social Care; Childrens, Schools and Families; Environment and Infrastructure; Customers and Communities.

Individual Roles and responsibilities

Chair

- Proactively chair panel meetings, ensure meetings are effective and actions have been completed
- Present panel reports to Continual Improvement Board, A&GC and Cabinet and feed back to the rest of the panel members
- Report back to the panel on key issues from other governance meetings as appropriate, including partnerships

Panel members

- Proactively participate at panel meetings
- Report back to the panel on key issues from other governance meetings as appropriate, including partnerships

Risk and Governance Manager

- Provide reports to the panel on areas of risk and governance, including strategic and significant service risks, annual governance review reports and progress reporting
- Prepare panel reports for Continual Improvement Board, A&GC and Cabinet
- Report key issues from external audit and inspection reports including the Annual Audit Letter and the Annual Governance Report
- Undertake the annual review of the Code of Corporate Governance and recommend changes to the panel

Chief Internal Auditor

- Provide reports to the panel on internal control and Control Risk Self Assessment (CRSA) findings

Policy Custodians

May be required to attend any panel meetings at the request of the Chair

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OFFICER REPORT TO COUNCIL

AMENDMENTS TO THE SCHEME OF DELEGATION

KEY ISSUE/DECISION:

The Leader of the Council has agreed a number of changes to the Council's Scheme of Delegation to enable arrangements relating to the Repair and Renew Grant Scheme, to enhance business continuity arrangements and to delegate a particular responsibility to a Portfolio Holder.

In addition, the Cabinet has approved the inclusion of the terms of reference of the newly-created Shareholder Board and Coast to Capital Strategic Joint Committee in the Constitution.

Council is also asked to agree a change to the Scheme of Delegation to enable the Chief Executive and Strategic Director for Business Services to agree arrangements to deliver services with other authorities.

In accordance with Articles 4.10, 5.02 and 6.05(d)(ii) of the Council's Constitution, the changes are being reported to Council.

BACKGROUND:

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

Repair and Renew Grant Scheme - Delegation to officers

2. The recent launch of the Repair and Renew Grant Scheme has necessitated an addition to the Scheme of Delegation to delegate responsibility for determining applications for grants by individuals and businesses. The grants are to carry out repair and renewal related to the recent flooding. Responsibility for determining the grant applications has been delegated to the Community Partnerships Manager, Community Partnership Team Leaders and the Senior Policy and Performance Manager, Customers and Communities Directorate Support. Any determinations will be made according to guidance provided by Defra.

Schools delegations – Assistant Court Presentation Officer

3. The Leader of the Council has agreed to a request from the Schools and Learning service for the addition of the Assistant Court Presentation Officer role to delegations relating to the signing of relevant notices and summonses. The delegations include school attendance orders, education supervision orders and penalty notices as well as an existing penalty notice in relation to prosecutions. The intention of the addition is to ensure that sufficient numbers of staff are available to sign the notices at any given time.

Property Services – changes to postholder delegations

4. In addition, the Leader of the Council has agreed changes to the existing delegations for Property Services. The changes do not alter the delegated powers but rather the postholders who can exercise the authority. In some cases, the delegation is to a lower grade to reflect changes to the staffing structure within the service and to ensure, for business continuity purposes, that sufficient numbers of staff are authorised to take action.

Delegation to Portfolio Holder

5. Under part IV of the Countryside and Rights of Way Act 2000 (CRoW Act), all local authorities with an area in an AONB have a duty to produce a Management Plan and to review that plan every five years. The County Council, along with the other local authorities covered by the High Weald AONB, delegated that task to a Joint Advisory Committee (JAC).
6. The County Council first adopted the Management Plan in 2004 and it has since been reviewed on two occasions by the JAC. The most recent revision of the document sets out the plan for the management of the area from 2014-2019 and the Leader of the Council has agreed that the authority for agreeing the plan should rest with the Portfolio Holder.

Shareholder Board

7. A Shareholder Board has been established to exercise the Council's role as shareholder in any company limited by shares wholly or partly owned by the Council for the purposes of service provision and/or trading activities. The Board will act with the delegated authority of the Cabinet to ensure the performance of any such company is satisfactory.

8. Among other duties, the Shareholder Board has the power to appoint and remove Company Directors, to approve and monitor Company Business Plans and to periodically evaluate the financial performance of a Company. Details about the operation of the Board, including its scope and purpose, are attached at Annex A.
9. At its meeting in February 2014, the Shareholder Board agreed that its terms of reference should be published in the County Council's Constitution. Accordingly, the terms of reference will be added to the Scheme of Delegation. Along with the membership listed in the terms of reference, the Section 151 Officer, Monitoring Officer and Strategic Director for Business Services act as advisors to the Board to provide open and strong technical advice.

Coast to Capital Strategic Joint Committee

10. The Cabinet has approved the establishment of the Coast to Capital Strategic Joint Committee. The main purpose of the Joint Committee is to approve the Strategic Economic Plan (SEP). It will also discuss the Growth Deal for the Coast to Capital Local Enterprise Partnership (LEP) area in its role of providing strategic advice to the LEP Board. The detailed terms for the operation of the Strategic Joint Committee, including its purpose, functions and accountability, are attached at Annex B.
11. The Coast to Capital area comprises two county councils, two unitary authorities, 12 district and borough authorities and the South Downs National Park Authority and the new Joint Committee will include representatives from each of those authorities.
12. In giving formal approval to the establishment of the new body, the Cabinet requested that the County Council's Constitution be amended to include the terms of reference of the Joint Committee.

Arrangements for the discharge of functions

13. The Scheme of Delegation currently authorises officers to purchase goods and services on behalf of the Council, but there is not an equivalent flexibility when it comes to sharing services with other local authorities. The Local Government Act 1972 and the Local Government Act 2000 empower the Council to deliver functions on behalf of other local authorities and to agree arrangements to do so. In order to facilitate opportunities for collaborative working with other local authorities, Council is therefore asked to agree a new delegation authorising the Chief Executive and the Strategic Director for Business Services, in consultation with the Leader and the appropriate portfolio holder, to agree such arrangements.
14. Printed copies of the updated Scheme of Delegation pages will be circulated to replace the existing copies in Members' Constitutions.

| |
|------------------------|
| RECOMMENDATION: |
|------------------------|

It is recommended:

- a) that Council agree the following delegation to the Chief Executive and to the Strategic Director for Business Services

Arrangements for the discharge of functions

In consultation with the Leader and with any Cabinet Member responsible for the function for which the Council is proposing to take responsibility, to agree arrangements with another local authority to discharge functions on behalf of that other authority.

- b) that the amendments agreed by the Leader to the Scheme of Delegation be noted; and
- c) that the County Council agrees to the relevant changes to its Constitution to enable the Shareholder Board and the Coast to Capital Strategic Joint Committee to be established and become operational, as set out in Annex A and B, and notes that the terms of reference of the Shareholder Board and the Coast to Capital Strategic Joint Committee will be included in the County Council's Constitution.

Lead/Contact Officer:

Katie Booth

Senior Manager, Leadership and Member Support

Tel: 020 8541 7197

Sources/background papers:

The Council's Constitution



SHAREHOLDER BOARD

TERMS OF REFERENCE

Overview

The Shareholder Board will exercise the Council's role as shareholder in any company, limited by shares wholly or partly owned by the Council for the purposes of service provision and/or trading activities. The Board acts with the delegated authority of Cabinet to ensure the performance of any such company is satisfactory.

Any reference in these terms of reference to "Company" is defined as a company in which the Council holds shares.

Membership

- | | |
|--|---------------|
| • Leader of the Council (Chairman) | David Hodge |
| • Deputy Leader of the Council | Peter Martin |
| • Cabinet Member for Business Services | Denise Le Gal |
| • Chief Executive | David McNulty |

The Section 151 Officer, Monitoring Officer and Strategic Director for Business Services will be advisors to the Board to provide open and strong technical advice. Additional advisors may be invited to attend the Board as required.

Purpose

The Shareholder Board will:

1. Have the power to appoint and remove Company Directors
2. Approve and monitor Company Business Plans
3. Approve the allotment of further shares in a Company (whether to third party shareholders or the Council)
4. Exercise any reserved powers in the Articles of a Company
5. Endorse any amendments to Company Business Plans
6. Periodically evaluate financial performance of a Company
7. Agree significant capital or revenue investments proposed by a Company
8. Determine the distribution of any surplus or the issue of any dividends from a Company
9. Consider any recommendation from Company Directors to cease trading
10. Report to the Council annually on trading activity
11. Review the risks associated with trading activities.

The Shareholder Board will not have operational control over Companies. All decisions regarding the day to day operation of each Company, its business developments and commercial opportunities, staff terms and conditions and the development and implementation of its internal procedures, rest with the Directors of each Company

Relationship to scrutiny

Select Committees will retain their scrutiny function in relation to the Shareholder Board. The Council's Overview and Scrutiny Committee will be able to call the Board to account for progress in relation to any Company for which the Council is a shareholder and any returns it is making.

Scope

In respect of Teckal-compliant companies

The Shareholder Board will:

1. Monitor Teckal compliance at least annually.
2. Ensure the Business Plan of a Teckal compliant Company is aligned to the corporate objectives of the Council.

In respect of non Teckal-compliant wholly Council-owned companies

The Shareholder Board will also:

1. Seek to optimise returns on investment from trading activities.
2. Ensure trading activities are conducted in accordance with the values of the Council.

In respect of any shareholding and/or joint ventures

The Shareholder Board will:

1. Evaluate the return and benefits of the shareholding against the values of the Council.
2. Where appropriate, exercise influence over the company and /or joint ventures in accordance with the values of the Council.

Operation of the Shareholder Board

1. The Cabinet has delegated to the Shareholder Board the authority to take decisions in respect of 100% of the Council's shareholding in any Company.
2. The Shareholder Board will meet quarterly, or as required.
3. The quorum for a meeting of the Shareholder Board is a minimum of 2 members, one of whom must be the Leader or Deputy Leader, who will chair the meeting.
4. The Shareholder Board may take decisions outside of a Company's general meeting as follows;
 - a. At meetings of its members by consensus of those present, unless any member of the Board requires a vote, in which event a majority decision will be taken with each member of the Shareholder Board present having a single vote. The Chairman of the meeting has a casting vote in the event that there is no clear majority; or
 - b. In cases of urgency, by a decision made by the Leader or Deputy Leader in consultation with the Chief Executive.

5. Any decisions made by the Shareholder Board in accordance with 4a or b above, must be notified to the Company's directors as soon as reasonably practicable following such decision being taken.
6. The Shareholder Board may take decisions at a Company's general meeting in accordance with the principles set out in 4a above.
7. The Chairman approves the agenda for each meeting. The agenda and papers for consideration are circulated at least two working days before the meeting. After each meeting, the Chairman approves the meeting notes and actions and signs any resolutions agreed by the Board. Susan Smyth, Strategic Finance Manager, will act as secretary to the Board.
8. The Shareholder Board will review the Terms of Reference annually.

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Heads of Terms Coast to Capital Strategic Joint Committee

1. Establishment, Purpose and Form

- 1.1. The Coast to Capital Strategic Joint Committee (“the Joint Committee”) shall be established from the Commencement Date
- 1.2. The over-arching purpose of the Joint Committee is to promote and support sustainable economic development and growth across the area served by the Coast to Capital Local Enterprise Partnership (“the LEP”). To achieve this, the Joint Committee will agree the Strategic Economic Plan as developed by the Board of the LEP (“the Board”) and also may advise the Board from time to time on the economic development and growth priorities of the area.
- 1.3. The Joint Committee shall be a joint committee appointed by two or more local authorities represented on the Joint Committee in accordance with section 102(1)(b) of the Local Government Act 1972.
- 1.4. The Joint Committee may appoint one or more sub-committees.
- 1.5. The lead authority for the Joint Committee shall be West Sussex County Council as the Accountable Body for the Local Growth Fund, whose functions in that capacity shall include financial, administrative and legal support (see paragraph 11)

2. Interpretation

2.1 In these Heads of Terms –

- (i) ‘Commencement Date’ means such date as is approved by the local authorities represented on the Joint Committee.
- (ii) ‘the LEP Area’ means the area encompassing the administrative boundaries of Brighton & Hove City Council, West Sussex County Council, London Borough of Croydon, Lewes District Council, and part of Surrey County Council - Epsom and Ewell Borough Council, Tandridge District Council, Mole Valley District Council and Reigate and Banstead Borough Council.
- (iii) ‘economic development and growth’ shall bear its natural meaning but with particular emphasis on:
 - employment and skills
 - business support, internationalisation and innovation
 - enterprise

- infrastructure and transport
- housing
- investment and development
- utilisation of property assets
- strategic planning

(iv) “Strategic Economic Plan” means the plan created by the LEP for the LEP Area setting out the economic development and growth priorities as the basis for negotiation with government.

3. Functions

3.1 The functions of the Joint Committee are specified in paragraph 3.2 below, and may be exercised only in respect of the LEP Area.

3.2 The functions referred to in paragraph 3.1 are as follows:

- (i) To agree the Strategic Economic Plan and its revisions and amendments as proposed to the Joint Committee by the Board.
- (ii) To provide strategic advice to the Board from time to time on the economic development and growth priorities for the LEP Area.
- (iii) To nominate on request from the Board representatives from the district and borough local authorities who are members of the Joint Committee to serve as Directors on the Board.

4. Reporting and Accountability

4.1. The Joint Committee shall submit an annual report to each of the bodies represented on the Joint Committee.

5. Membership

5.1 The following bodies shall be members of the Joint Committee:

5.1.1 County/Unitary Authorities

Brighton & Hove City Council
 London Borough of Croydon
 Surrey County Council
 West Sussex County Council

5.1.2 District and Borough Authorities

Adur District Council
 Worthing Borough Council

Lewes District Council
Mid-Sussex District Council
Horsham District Council
Crawley District Council
Arun District Council
Chichester District Council
Epsom and Ewell District Council
Tandridge District Council
Mole Valley District Council
Reigate and Banstead District Council

5.1.3 National Park Authority
South Downs National Park Authority

- 5.2 Each of the bodies listed in paragraph 5.1 shall be represented at the Joint Committee by one person.
- 5.3 Each local authority member shall be represented at the Joint Committee by an elected Member nominated annually or a nominated substitute (see paragraph 8).
- 5.4 The South Downs National Park Authority shall be represented at the Joint Committee by its Chairman

6. Chair of the Joint Committee

- 6.1. The Chair of the Joint Committee shall be elected from among its members on an annual basis.

7. Voting

- 7.1. Decisions will be made on a simple majority of votes cast by members represented at a meeting.
- 7.2. Where voting at a meeting results in an equal number of votes cast in favour and against, the Chair of the Joint Committee shall have a casting vote.

8. Substitution

- 8.1. Where a representative of a member of the Joint Committee is unable to attend a Joint Committee meeting, a substitute representative of that member (if approved by it) may attend, speak and vote, in their place for that meeting.
- 8.2. A substitute member must be appointed from a list of approved

substitutes submitted by the respective member to the Joint Committee at the start of each municipal year.

9. Quorum

- 9.1. Subject to paragraph 9.2, no business shall be transacted at any meeting of the Joint Committee unless at least eleven of the whole number of voting members are present.
- 9.2. In no case shall any business of the Joint Committee be transacted unless at least two voting representatives from the County/Unitary Authorities as set out in paragraph 5.1.1 are present.

10. Time and Venue of Meetings

- 10.1. The Joint Committee will meet annually.
- 10.2. The Chair of the Joint Committee may call a special meeting of the Joint Committee at any time, subject to providing members with minimum notice of ten working days.

11. Administrative and legal support

- 11.1. Administrative and legal support to the Joint Committee shall be provided by the lead authority, such legal support to include Monitoring Officer and Proper Officer functions in relation to the Joint Committee meetings.
- 11.2. Other members of the Joint Committee shall contribute to the costs incurred by the lead authority in connection with the activities described in 11.1. The contributions will be agreed on an annual basis.

12. Observer status

- 12.1. The LEP shall have the right to attend meetings of the Joint Committee as an observer and to provide information and advice as requested by the Joint Committee, but will not have any role in voting or decision making.

13. Review and Variation of Heads of Terms

- 13.1. The Joint Committee shall keep these Heads of Terms under review to ensure that the Joint Committee's purpose is given full effect.
- 13.2. These Heads of Terms may be varied only by complete agreement of all the members of the Joint Committee and in consultation with the Board.

14. Procedure at meetings

14.1. The standing orders of the lead authority will apply to meetings of the Joint Committee.

15. Withdrawal

15.1 Any member of the Joint Committee may give six months notice in writing of intention to withdraw from membership of the Joint Committee and involvement in the Strategic Economic Plan.

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Record of decision taken under delegated powers



| | |
|---|--|
| Title: | Westminster CC Pension Administration |
| Divisions Affected: | N/A |
| Key Decision: | Yes |
| Reason Key: | Provision of functions on behalf of another local authority |
| Decision taken under delegation by virtue of: | Delegated decision under Scheme of Delegation Council 15 th July 2014 |

Summary

In the full Council meeting in July, authority was given to the Chief Executive or the Strategic Director for Business Services, in consultation with the relevant Cabinet Portfolio Holder and the Leader, to agree arrangements for the discharge of functions on behalf of other local authorities.

Approval is therefore sought from the Chief Executive, the Leader and Cabinet Member for Business Services to formally accept the proposed delegation from Westminster City Council (WCC). Julie Fisher has been kept informed during discussions with WCC and has given her approval to the final proposals.

Details

1. Provision of pension administration

WCC currently commissions its pension administration from the London Pension Fund Authority (LPFA). This contract is due to end on 31 August 2014 and WCC have been actively exploring options for the provision of these services after this date. WCC approached the Council as a potential new provider of these services early in 2014, after some initial estimated costings had been drawn up by the Council and submitted in November 2013.

A previous paper came to a 4-way meeting in April for initial consent to develop this proposal further, which was given. The Council was selected as WCC's preferred provider and the two have been in discussions around finalising the arrangements for a number of months.

WCC are not interested in a partnership arrangement, such as the Council has with East Sussex County Council. The Council is simply being tasked with carrying out

WCC's pension administration on their behalf. WCC saw the benefit of working with a fellow local authority and representatives from the Council's Pensions Team will be able to readily advise WCC's Superannuation Committee. The new arrangement is proposed to start on 1 September 2014.

The pension administration work will be carried out by the Council's Pensions Team. As a result of the change of provider, three members of staff will TUPE transfer from the existing provider (LPFA) to the Council. They will join the Council's Pensions Team and will bring with them the experience of administering WCC's pension scheme, as well as new working practises which the Council may wish to adopt in the future. Engagement with these staff has been very positive to date.

2. Legal considerations and risks

A local authority may delegate its functions to another local authority under section 101 of the Local Government Act 1972. Where non-executive functions are concerned, such as pension administration, the determination to delegate or accept a delegation is within the remit of the full council. In July, council delegated its decision making power for these arrangements to the Chief Executive and to the Strategic Director for Business Services, in consultation with the Leader of the Council and the relevant Cabinet Portfolio Holder.

These arrangements are not contractual in nature, although a document (referred to as a 'section 101 agreement') usually sets out various rights and responsibilities of the parties and the precise nature of the delegation. As a result of being an arrangement between two local authorities (and not a contract), the delegation is not within the ambit of the public procurement rules. This means that WCC is able to delegate the pension administration to the Council without going through a competitive tender exercise.

The agreement 'locks in' both parties for the first three years. After which, it can be terminated on 12 months notice by either party. If one party does terminate the agreement (without some fault on the part of the other), the terminating party is responsible for the costs of de-coupling the service. Unless the agreement is terminated, it continues indefinitely.

The section 101 agreement captures the various risks that arise in these arrangements and allocates responsibility appropriately between the parties. The Council is protected from financial loss due to any legal challenge to the arrangement, redundancy due to staff being transferred in and constructive dismissal claims arising due to moving the working place of the transferred staff to County Hall.

The WCC Pension Fund itself will bear any unrecoverable financial loss caused by incorrect information coming to the Pension Team or by an error of a participating body of the Fund. This is the same arrangement as with the Surrey Pension Fund.

The Council must bear any unrecoverable financial loss to the WCC Pension Fund

caused by an error of the Pensions Team in their administration. The Council has insurance in place to cover such an eventuality but self-insures for the first £500,000 of any claim. This risk is considered minimal, however. The Pensions Team currently operates on a 0% unrecoverable loss error rate.

3. Financial considerations

The payments due to the Council from WCC under this arrangement are based on cost recovery principles. The Council cannot directly profit from undertaking delegated functions. Instead, the financial benefit to the Council is from sharing some overheads with WCC. There may also be some reduction in the licensing fees when WCC and the Council jointly procure the necessary software next year.

WCC is due to pay £166,324 per year for the first five years of the arrangement. This sum includes the recovery of the implementation costs (including officer time) over the duration of these five years. Please see annex 1 for further details. There is a scheduled review after 9 months to consider any adjustments that may need to be made. After year 5, a new calculation will be made to assess the appropriate level of payments.

In accordance with the risk of potential financial loss (that is, the Council rather than the Surrey Pension Fund must bear the risk), then commensurately the contribution to overheads will accrue to the Council rather than the Surrey Pension Fund.

4. Benefits to both authorities

WCC and the Council share an inherent public sector ethos and similar priorities. Working together in this way is an effective tool for both authorities to drive forward quality service delivery and efficient use of public resources. The expansion of the Council's Pensions Team to include the new staff will provide greater resilience for WCC and the Council as well as opening opportunities to develop new ways of working in order to reduce costs.

The arrangement includes a joint procurement agreement which will see the Council lead on the procurement of pension software to support the administration for both parties. The joint buying power of the two authorities will create potential for reduced running costs and licence fees. As part of the mobilisation of these services the Council has enabled the sharing of existing servers and hosting within the Council's data centres, further reducing direct costs to both authorities.

This arrangement also builds on the Council's existing reputation as a lead provider of services on behalf of other local authorities. It creates the possibility of further collaboration with WCC in the future and sets a new precedent for London Boroughs working with London border authorities in this way.

Decision

Decision made:

It was AGREED that:

1. The delegation from Westminster City Council of their pension administration functions to Surrey County Council shall be accepted.

Reasons for Decision:

Accepting this delegation will produce the following benefits for the Council:

1. Continuing to enhance the Council's brand as a trusted partner/provider of services to other local authorities as well as an initial link with Westminster,
2. Creating a platform from which other local authorities may also choose the Council to undertake their pension administration
3. Producing greater resilience within the Council's Pension Team and the acquisition of new working practises and knowledge,
4. A joint procurement exercise next year may enable savings on software licensing fees,
5. The sharing of some overhead costs will contribute towards a reduction in the cost to the Council of pension administration.

| | |
|-----------------------|---|
| Decision taken by: | David Hodge, Leader of the Council Denise Le Gal, Cabinet Member for Business Services David McNulty, Chief Executive |
| Decision taken on: | 26 August 2014 |
| To be implemented on: | The following documentation will be sealed by Legal Services for completion by 29.08.14: <ul style="list-style-type: none">• Section 101 delegation agreement |

Declarations of conflicts of interest

None

Consultation/Process Followed

None

Background Documents

Exempt:

4-way briefing from April
Financial AnnexYes
Yes

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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 14 July 2014.

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 27 MAY 2014 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 Mike Goodman |
| *Mrs Mary Angell | *Mr Michael Gosling |
| *Mrs Helyn Clack | *Mrs Linda Kemeny |
| Mr Mel Few | *Ms Denise Le Gal |

Cabinet Associates:

| | |
|-------------------|------------------|
| *Mr Steve Cosser | Mrs Kay Hammond |
| *Mrs Clare Curran | *Mr Tony Samuals |

* = Present

**PART ONE
IN PUBLIC**

91/14 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Mr Few and Mrs Hammond.

92/14 MINUTES OF PREVIOUS MEETING: 22 APRIL 2014 [Item 2]

The minutes of the meeting held on 22 April 2014 were confirmed and signed by the Chairman.

93/14 DECLARATIONS OF INTEREST [Item 3]

There were none.

94/14 PROCEDURAL MATTERS [Item 4]

(a) MEMBERS' QUESTIONS [Item 4a]

There were none.

95/14 PUBLIC QUESTIONS [Item 4b]

There were none.

96/14 PETITIONS [Item 4c]

There were none.

97/14 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

No representations were received.

98/14 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

Council Overview and Scrutiny Committee (COSC) re: Internal Audit – Review of Appraisals 2013/14

A copy of the COSC recommendation and the Cabinet Member for Business Services' response is attached as Appendix 1 and 2 respectively.

99/14 YEAR END FINANCIAL BUDGET OUTTURN 2013/14 [Item 6]

The Leader of the Council presented the revenue and capital budget outturn for 2013/14 financial year. He said that the County Council's strategy was centred on working for the long term interests of Surrey residents and that his focus was to provide Surrey taxpayers with maximum Value for Money.

In referring to each of the recommendations in term, he highlighted the carry forward requests, many of which would enable projects, some of which were affected by the floods, to be completed.

He also amended a typo in recommendation (3) - from Annex 1, paragraph 56 to Annex 1, paragraph 2 and proposed adding an additional recommendation (8) which was:

'That the unpaid £3.3m Genito-Urinary Medicine (GUM) funds be held as a debtor on the Council's Balance Sheet and that the Leader of the Council to write to the Department of Health strongly urging settlement of this debt.'

He said that the annexes presented the final revenue and capital outturn for the 2013/14 financial year, which were based upon the final accounts at the end of March 2014. The carry forwards for revenue and capital were indicatively approved last month, but there were some minor changes between the indicative figures and actual. This report requested the minor changes and revenue reserve transfers.

He highlighted the outturn impacts upon the 2014 - 19 revenue and capital budget, and two revenue virement requests for allocating and distributing government grants and realigning the children's service contact centre. He considered that the creation of a multi-agency safeguarding hub was an excellent example of partnership working and an important way forward.

He also confirmed that the County Council had achieved £62.3m efficiency savings in the financial year 2013/14 and that the capital budget would be re-profiled in July.

Finally, he referred to the transparency information in Annex 3 and confirmed that the 2013/14 Annual Report would be presented to the Audit and Governance Committee on 31 July 2014.

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. That the 2013/14 net revenue budget underspend of £6.9m, as set out in Annex 1, paragraph 1 of the submitted report, be noted.
2. That the final 2013/14 revenue carry forward requests of £5.5m through transfer to the Budget Equalisation Reserve, as set out in Annex 1, paragraphs 2 and 36 of the submitted report, be approved.
3. That the residual revenue underspend of £1.4m be transferred to General Balances, as set out in Annex 1, paragraph 2 of the submitted report, be approved.
4. That the capital budget outturn of £224.1m be noted and the final capital carry forwards of £32.6m, as set out in Annex 1, paragraphs 79 to 82 of the submitted report, be approved.
5. That the reserves movements and year end general balances and reserves, as set out in Annex 1, Appendix, Table App5 of the submitted report, be noted.
6. That the revised revenue 2014/15 budget incorporating the 2013/14 transfers and carry forwards, as set out in Annex 2, paragraph 1 of the submitted report, be noted.
7. That the two 2014/15 revenue virements for SEN Reform Grant distribution and Children Service's contact centre realignment, as set out in Annex 2, paragraph 2 and 4 be approved.
8. That the unpaid £3.3m Genito-Urinary Medicine (GUM) funds be held as a debtor on the Council's Balance Sheet and that the Leader of the Council to write to the Department of Health strongly urging settlement of this debt.

Reasons for Decisions

To review and manage the budget outturn for the 2013/14 financial year in the context of a multi-year approach to financial management. To approve final carry forwards to enable on-going projects to continue.

100/14 HIGHWAYS ASSET MANAGEMENT POLICY, STRATEGY AND PRIORITISATION POLICY AND CRITERIA [Item 7]

The Cabinet Member for Highways, Transport and Flooding Recovery said that Surrey's Transport Asset Management Plan (STAMP) was last published nearly 10 years ago. STAMP's aim was to describe how the County Council would maintain all of Surrey's Highways and Transport infrastructure, for Surrey's residents.

New national guidance for developing Asset Management Plans for Highway Infrastructure was published in 2013. In line with this new guidance, the County Council produced Asset Management Policy and Strategy documents

and revised the prioritisation criteria for the five key Highway Assets; Roads, Footways, Structures, Safety Barriers and Drainage.

The Cabinet Member referred to Project Horizon, the planned Highways programme, however, he stressed that the County Council would always undertake urgent repairs, such as those resulting from the winter flooding in Surrey. He stressed the importance of demonstrating that Surrey Highways was aligned with the Corporate policies of the Council.

He also highlighted the benefit of a single policy covering all highway assets to ensure consistency of approach and said that five key areas had been identified for the development of prioritised programmes:

- Highway Maintenance / Improvement Issues
- Network Hierarchy
- Risk
- Value for Money
- Network Management

Finally, he said that the Equality Impact Assessment detailed the impact of the proposals on residents and service users with protected characteristics.

The Leader of the Council confirmed that the Highways Asset Management Policy, Strategy and Prioritisation Policy and Criteria had been considered at the Environment and Transport Select Committee and that it had endorsed the recommendations.

RESOLVED:

1. That the Asset Management Policy be approved for publication.
2. That the Asset Management Strategy be approved for publication.
3. That the Prioritisation Policy and Criteria for the development of capital programmes for the five key Highway assets: Roads, Footways, Structures, Safety Barriers and Drainage be approved.
4. That any minor future amendments to the above be approved by the Strategic Director of Environment and Infrastructure in consultation with the Cabinet Member for Highways, Transport and Flooding Recovery.

Reasons for Decisions:

All recommendations were informed through close working of officers with the Environment and Transport Select Committee.

**101/14 HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME
[Item 8]**

The Cabinet Member for Business Services set out the benefits of the High Performance Leadership Development Programme. She said that a coaching programme had taken place between 2009 and 2013. 1,545 people went

through the programme and this was Phase 1 of the Leadership Development Pathway.

Phase 2 - the new High Performance Development Programme (HPDP) had now been developed and after a successful pilot of the new HPDP, carried out between November 2013 and April 2014, a procurement exercise had now been completed to enable the Council to secure a supplier to deliver the full programme. (Financial information relating to the award of contracts was discussed in Part 2 of the agenda)

The Cabinet Member referred to Annex A of the submitted report, which set out the Summary of Programme content. She confirmed that much of the programme would be delivered 'in house' by senior managers who had already completed the programme. Referring to Equality and Diversity, she confirmed the potentially positive impact on all employed staff through inclusion on this training and development programme.

It was confirmed that the programme was compulsory for the Cabinet Team and would be available to all other Members on a voluntary basis.

Other Members made the following points:

- The importance of succession planning and 'growing your own'
- That this programme would develop the skills to enable Members and staff to achieve their potential.

RESOLVED:

That contracts be awarded to the preferred bidders of WillisClare Ltd and Penna Plc as agreed on the basis, as set out in the Part 2 annexe.

Reasons for Decisions:

Leaders and managers are going through one of the most difficult phases ever to face the public sector. Surrey has to find £260m savings over the next three years and leaders and managers need to have the resilience to be able to lead and implement unprecedented transformation and still keep services performing well. The previous coaching programme has started to deliver real benefits for residents and the High Performance Development Programme is designed to take performance to another level.

102/14 GRANT CRITERIA AND FUNDING OPPORTUNITIES GUIDE [Item 9]

The Cabinet Member for Business Services said that the Grant Criteria and Funding Opportunities Guide set out how the Council governed allocation of funds by officers via grants. The new procedure formalised the approach to grant awards, reflecting best practice and Council priorities. She referred to the recommendations of the Council Overview and Scrutiny Committee presented to Cabinet on 25 March 2014 and tabled an amendment to the Grant Process: 3.5.1 Briefing Document, proposing to add the following sentence to the end of that section:

'Officers should ensure that any grants awarded are aligned with and support the Council's Corporate Priorities.'

She said that this Guide would make it easier for organisations to understand the process and that the table set out in Section 2.2 (Grant or Tender Process) clearly set out how to decide the most appropriate way to fund the project / service.

Other Members welcomed the report and the Guide, and stressed the importance of the whole grant programme and the need to support the Council's Corporate Priorities. The Cabinet Member for Community Services commented on the excellent Equalities Impact Assessment and said that it had already been considered at Communities Select Committee where Members had suggested that the Guide was circulated to Local Committees.

RESOLVED:

That the Grant Criteria and Funding Opportunities Guide, as amended, be approved.

Reasons for Decisions:

To support the adoption of a Grant Criteria and Funding Opportunities Guide, which creates a clear process and ensures that the Council maintains a fit for purpose set of guidance and rules to govern the award of grants.

103/14 LIME TREE PRIMARY SCHOOL, REDHILL - NEW TWO FORM PRIMARY SCHOOL [Item 10]

The Cabinet Member for Schools and Learning requested Cabinet's approval for the business case for the provision of a brand new 2 form of entry primary school in Redhill to help meet the basic need requirements in the Reigate and Banstead area. She said that there had been an extensive search for a suitable site before the land in Battlebridge Lane had been identified as the most appropriate location. She also confirmed that planning permission had been granted for the 420 place primary school and nursery with 26 FTE places.

Finally, she said that Surrey County Council would build the school which would be an Academy, under the control of the Glyn Learning Foundation and that the financial information was set out, and would be considered, in Part 2 of the agenda.

Mr Essex, the local Member for Redhill East was invited to speak. He confirmed his support for the new school but asked for clarification on pupil numbers, stating that there were already bulge classes proposed for Year 1 and 2. The Cabinet Member for Schools and Learning confirmed extensive expansion of school places in Reigate and Banstead and said that she would respond to his specific query outside the meeting.

RESOLVED:

That, subject to the agreement of the detailed financial information for the school as set out in agenda item 19 in Part 2, the business case for the provision of a new two form of entry primary school in Redhill 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 Reigate and Banstead area.

104/14 PURCHASE OF 1 AERIAL LADDER AND 1 TURNTABLE LADDER VEHICLES [Item 11]

The Cabinet Member for Community Services introduced the report and said that a review of the Working at Height strategy for Surrey Fire and Rescue Service (SF&RS) had identified that there was a need to replace the existing Aerial Ladder vehicles to ensure that Surrey's fire-fighters have the best possible equipment for the benefit of Surrey residents. She also confirmed that there was no requirement for an Equality Impact Assessment to be undertaken in this instance, as set out in paragraph 27 and 28 of the submitted report.

The Cabinet Member for Business Services referred to the procurement process undertaken for the award of two separate contracts for one Aerial Ladder Vehicle and one Turntable Ladder Vehicle, and in conjunction with the Part 2 report, said why the recommended contracts offered best value for money.

RESOLVED:

That contracts be awarded to the preferred supplier, as agreed, on the basis set out in the Part 2 annex to this agenda.

Reasons for Decisions:

A full tender process for the purchase of one Aerial Ladder Vehicle and one Turntable Ladder Vehicle, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed, and the recommendations provide best value for money for the Council following a thorough evaluation process.

105/14 ESTABLISHMENT OF A PROPERTY COMPANY [Item 12]

The Investment Strategy agreed by Cabinet in July 2013 was developed in response to the requirement for the Council to maintain its financial resilience in the longer term. The Cabinet approved that the recommended governance arrangements were put in place, in order to consider individual investment opportunities and to provide advice to Cabinet on investment decisions.

Cabinet also approved that work commence on the preparation of a business case to establish a property investment company. This work was now completed, with the aid of specialist advisors, and the report set out the proposed company structure and associated governance arrangements.

The Cabinet Member for Business Services drew attention to the key points in the report, namely the table setting out the structure chart and also the section relating to Governance and Decision Making. She also confirmed that any decisions would still require Cabinet approval, and would be subject to scrutiny. Also, the Investment Advisory Board would be responsible for strategically managing the overall portfolio. Finally, she referred to the Financial and Value for Money Implications together with the S151 officer's commentary and also confirmed that the Property Company's Business Plan would be considered in part 2 of the agenda.

RESOLVED:

1. That the business case for the creation of a Property Company and associated subsidiary companies be approved, in order to take forward the agreed Investment Strategy.
2. That the governance arrangements for the Property Company, as set out in paragraphs 15 to 21 of the submitted report, including the Articles of Association of the Company be approved.
3. That the provision of initial equity finance, a working capital loan and a loan facility, as described in paragraphs 29 to 36 of the submitted report, be approved.

Reasons for Decisions:

The Council's Investment Strategy will support the council in achieving alternative sources of funding, thereby reducing reliance on government grants and council tax increases in the future. The creation of a property company is required to fully implement the recommendations of the agreed Investment Strategy and to achieve the target income included in the 2014-19 Medium Term Financial Plan (MTFP).

106/14 SURREY FIRE & RESCUE: RENEW CONTRACT ARRANGEMENTS FOR SPECIALIST RESCUE AND CONTINGENCY CREWING [Item 13]

This item was deferred to the next Cabinet meeting on 24 June 2014.

107/14 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 14]

To note the delegated decisions taken by Cabinet Members since the last meeting of the Cabinet.

RESOLVED:

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

Reasons for Decisions:

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

108/14 WOKING MAGISTRATES' COURT CONVERSION TO CORONER'S COURT [Item 15]

The Cabinet Member for Community Services requested approval for additional capital investment to provide fit and proper accommodation for the Coronial Service by converting and refurbishing Woking Magistrates' Court, purchased by the County Council in December 2013. She said that the increased costs were not known at the time of approving the Medium Term Financial Plan and therefore it was not included in the capital budget. The additional investment would enable the Coronial Service to carry out the statutory responsibilities arising from the implementation of the Coroners and Justice Act 2009.

She stressed the importance of making the Coroner's Court fully accessible for people with disabilities and Cabinet considered whether an Equality Impact Assessment (EIA) was required for this decision. Advice received stated that there was no legal requirement to carry out an EIA, and whilst it was recommended if there were any adverse effects, it would not be necessary to carry one out in every case. As no adverse effects have been identified and access to the Coroner's Service would be improved for staff and bereaved families, Cabinet was satisfied that any conversion of the building would meet the current guidelines for accessibility.

Finally, an additional recommendation (3) relating to making a case to the Southern Regional Coroners' Managers' Group to recoup some of the costs was proposed and agreed.

RESOLVED:

1. That the additional capital investment, required to provide fit and proper accommodation for the Coronial Service, as set out in the part 2 annex, be approved.
2. That the award of the contract and commencement of construction works for the fit out of Woking Magistrates' Court, subject to the appropriate procurement procedures, be approved.
3. That a letter be written to the Southern Regional Coroners' Managers' Group, in time for their meeting with the Ministry of Justice in October 2014, with a business case to recoup some of the costs.

Reasons for Decisions:

The proposed refurbishment of Woking Magistrates Court (WMC) will enable Surrey County Council (SCC) and HM Coroner for Surrey to fulfil the statutory responsibilities arising from the implementation of the Coroners and Justice Act 2009. Having a dedicated Coroner Court Complex, provides a professional and reassuring environment to bereaved families, and results in a more efficient and effective Coronial Service, as all the staff will be co-located and work will not be required to be undertaken off site.

The additional investment is required because an opportunity to create a second Jury Court, which could generate an income, has been identified. In addition, the original estimates did not include the full requirement for extensive audio/visual equipment within the courts, or include the costs associated with the necessity to have both SCC and Surrey Police networks within the building.

109/14 EXCLUSION OF THE PUBLIC [Item 16]

RESOLVED that under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under paragraph 3 of Part 1 of Schedule 12A of the Act.

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.

110/14 SURREY FIRE & RESCUE: RENEW CONTRACT ARRANGEMENTS FOR SPECIALIST RESCUE AND CONTINGENCY CREWING [Item 17]

This item was deferred to the next Cabinet meeting on 24 June 2014.

111/14 ESTABLISHMENT OF A PROPERTY COMPANY [Item 18]

This was the Part 2 Annex relating to item 12.

112/14 LIME TREE PRIMARY SCHOOL, REDHILL - NEW 2 FORM PRIMARY SCHOOL [Item 19]

The Cabinet Member for Schools and Learning introduced the report and said that it provided the financial details for the report, already considered in Part 1 of the agenda. She said that the site was particularly challenging in terms of access, ground levels and drainage which accounted for the variation from the average price for building a school.

RESOLVED:

1. That the business case for the project to build a new two form of entry primary school, to be called Lime Tree Primary, at a total estimated 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 Schools and Learning and the Leader of the Council be approved.

Reasons for Decisions:

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

113/14 SURREY FIRE AND RESCUE SERVICE: AERIAL LADDER AND TURNTABLE LADDER VEHICLES [Item 20]

RESOLVED:

That a fixed price contract be awarded to North Fire for Lot 1: purchase of one Aerial Ladder vehicle at a value, as set out in the submitted report, and also to North Fire for Lot 2: purchase of one Turntable Ladder vehicle at a value, as set out in the submitted report, to commence on 1 July 2014.

Reasons for Decisions:

A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed, and the recommendations provide the very best value for money for the Council following a thorough evaluation process. North Fire is a premier fire fighting vehicle and equipment supplier to Fire and Rescue Services throughout the UK and Ireland and was formed eight years ago. It is based in Holmfirth, West Yorkshire.

114/14 HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME [Item 21]

RESOLVED:

1. That the award of a contract be awarded to WillisClare Ltd and Penna Plc, at a value, as set out in the submitted report, for the provision of the HPDP to commence on 11 June 2014.
2. Based on the anticipated delegate attendance, the spend within each individual contracts to be awarded, as set out in the submitted report.

Reasons for Decisions:

A full tender process, in compliance with the requirement of EU Procurement Legislation and Procurement Standing Orders has been completed, and the recommendations provide best value for money for the Council following a thorough evaluation process.

115/14 WOKING MAGISTRATES COURT CONVERSION TO CORONER'S COURT [Item 22]

RESOLVED:

1. That the additional capital investment, as detailed in the part 2 report, to provide fit and proper accommodation for the Coronial Service, be approved.

2. The award of the contract and commencement of construction works for the fit out of Woking Magistrates' Court, subject to the appropriate procurement procedures, be approved.

Reason for Decisions:

The additional investment is required because an opportunity to create a second Jury Court, which could generate an income, has been identified. In addition, the original estimates did not include the full requirement for extensive audio/visual equipment within the courts, or include the costs associated with the necessity to have both SCC and Surrey Police networks within the building.

116/14 PUBLICITY FOR PART 2 ITEMS [Item 23]

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

[Meeting closed at 3.30pm]

Chairman

COUNCIL OVERVIEW & SCRUTINY COMMITTEE

**Item under consideration: INTERNAL AUDIT: REVIEW OF APPRAISALS
2013/2014**

Date Considered: 30 April 2014

- 1 At its meeting on 30 April 2014 the Council Overview & Scrutiny Committee considered a report on appraisal completion reporting for 2013/14, following publication of an Internal Audit Report which identified the need for 'significant improvement' in the monitoring of appraisal completion and made four high priority recommendations. It was noted that the reporting errors in 2013/14 had been as a result of problems with the manual counting process used, but this had now been replaced with an electronic system for managers to use to record the completion of appraisals.
- 2 The Committee was disappointed with the findings of the audit, as it had previously been given assurances that there was a robust process in place to ensure the effective monitoring of appraisals. The Committee accepted that that the new SAP process would mean that accurate figures for completed appraisals would be generated for the current and future years, but remained concerned about the different rates of appraisal undertaken in different services and the possibility for variation in the quality of appraisal discussions.
- 3 In relation to its concerns about the quality of the appraisal discussions, the Committee noted that managers were supported through a comprehensive package of training and development and that the emphasis was on the quality of the conversation rather than following a rigid process. The creation of digital appraisal records, which would allow easier monitoring of the quality of discussions, had not been pursued as it would require a significant IT resource, but the Committee recommended that further consideration should be given to how a digital solution might support the appraisal process in terms of both quality and completion rates.
- 4 The Committee agreed that individual Select Committees should look into those services within their remit which reported low appraisal completion rates, identifying any impacts this might have on staff retention.
- 5 The Committee agreed the following **recommendation**:
 - (a) That the Cabinet note that the Council Overview & Scrutiny Committee's significant concern about the present level of appraisal completion, as highlighted in the internal audit report, and that the Cabinet and Corporate Leadership Team work to ensure that managers are achieving 100% completion of appraisals for eligible staff by May 2015.

- 6 The Committee was concerned to note that overall the auditor had achieved a success rate of less than 10% in telephone calls to line-managers as part of the investigation, with a significant number of telephone messages not returned. The Committee has therefore recommended that the Chief Executive and Corporate Leadership Team reiterate to staff the importance of the work of the Internal Audit Team, and ensure that all requests for information are responded to in a timely fashion.

NICK SKELLETT, Chairman of the Council Overview & Scrutiny Committee

CABINET RESPONSE TO COUNCIL OVERVIEW AND SCRUTINY COMMITTEE

**INTERNAL AUDIT: REVIEW OF APPRAISALS
(considered by COSC on 30 April 2014)**

SCRUTINY COMMITTEE RECOMMENDATION:

That the Cabinet note that the Council Overview & Scrutiny Committee's significant concern about the present level of appraisal completion, as highlighted in the internal audit report, and that the Cabinet and Corporate Leadership Team work to ensure that managers are achieving 100% completion of appraisals for eligible staff by May 2015.

RESPONSE

1. The Chief Executive shares the concern of the COSC about the present level of appraisal completion. Strategic Directors have committed to bringing about a significant improvement in appraisal completion. Completion rates are being monitored monthly using the new Reporting and Recording System. A report will be presented to COSC at the end of Quarter 2 to track progress at this mid-way point in the year.
2. The Chief Executive and the Corporate Leadership Team recognise the importance of the work of the Internal Audit Team and the Chief Internal Auditor has provided assurance that in most cases there is no undue delay in obtaining information from auditees. The Chief Executive meets regularly with the Chief Internal Auditor and this matter will be kept under close review.
3. The Head of H.R and OD, Head of IMT and Head of Shared Services to look into the feasibility of enhancing the digital solution and report back to a future committee

**Denise Le Gal
Cabinet Member for Business Services
27 May 2014**

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 24 JUNE 2014 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 Mike Goodman |
| *Mrs Mary Angell | Mr Michael Gosling |
| *Mrs Helyn Clack | *Mrs Linda Kemeny |
| *Mr Mel Few | *Ms Denise Le Gal |

Cabinet Associates:

| | |
|-------------------|------------------|
| Mr Steve Cosser | *Mrs Kay Hammond |
| *Mrs Clare Curran | Mr Tony Samuals |

* = Present

PART ONE
IN PUBLIC

117/14 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Mr Cosser, Mr Gosling, Mr Martin and Mr Samuels.

118/14 MINUTES OF PREVIOUS MEETING: 27 MAY 2014 [Item 2]

The minutes of the meeting held on 27 May 2014 were confirmed and signed by the Chairman.

119/14 DECLARATIONS OF INTEREST [Item 3]

There were none.

120/14 PROCEDURAL MATTERS [Item 4]

(a) MEMBERS' QUESTIONS [Item 4a]

No questions were received from Members.

121/14 PUBLIC QUESTIONS [Item 4b]

No questions were received from members of the public.

122/14 PETITIONS [Item 4c]

No petitions were received.

123/14 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

No representations were received.

124/14 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

(i) Council Overview and Scrutiny Committee (COSC)

Report back to Cabinet in relation to the call in of the report re. the Grant Criteria and Funding Opportunities Guide (A copy of the COSC report is attached as Appendix 1).

The Chairman of COSC was invited to present the committee's report and its recommendations arising from the review of the decision taken by Cabinet on 27 May 2014. He referred to the Cabinet decision taken on 25 March 2014, to support COSC's recommended actions for the Adult Social Care directorate and said that he considered the amendment to the Grant Criteria and Funding Opportunities Guide, agreed by Cabinet on 27 May 2014 was too general. He said that in order for the County Council to realise the benefits of the Family, Friends and Community Support Programme (FFCS) staff must be trained appropriately and this was one area that the County Council could make a special effort to develop this shift in culture.

The Chairman of the Adult Social Care Select Committee was also invited to address Cabinet on this item. He considered that due consideration had not been given to this item by Cabinet and he hoped that by two select committee chairmen attending this meeting that Cabinet would reconsider and agree the recommendations from COSC. He said that the Grant Criteria and Funding Opportunities Guide was not just a 'procurement' guide, it had wider importance because the County Council relied on the support of the voluntary sector. Also, he did not accept the argument of setting a precedent for one service above others. He also hoped that Cabinet would agree recommendations (b) and (c).

The Cabinet Member for Adult Social Care confirmed that he had attended the COSC call in meeting and that he would support recommendations (b) and (c) but not (a). The Cabinet Member for Business Services agreed, stating that this Guide was a procurement framework to enable organisations to bid for funding.

The Leader of the Council referred to the Table 2.2.1 in the Guide: 'How to decide the most appropriate way to fund the project / service', which stated that the first question to ask was: 'Does the project / services meet one or more of Surrey County Council's corporate goals or priorities?' Therefore, as the FFCS clearly met them, it would qualify for consideration and there was no need to specify this particular programme in this generic document.

Cabinet considered the COSC recommendations – they agreed to reject recommendation (a) but agreed to approve recommendation (b) and (c):

- (b) That an additional paragraph be included in the Guide to clarify the specific responsibilities in relation to disclosures of interests

and the signing of confidentiality agreements for councillors serving on evaluation panels: the wording to be agreed by Legal Services in consultation with the Cabinet Member for Business Services and the Chairman of the Council Overview & Scrutiny Committee.

- (c) That the first sentence of the second paragraph of section 1.5.3 of the Guide be amended by the addition of the word 'also', to read 'Conflicts of interest can also arise...'

(ii) Environment and Transport Select Committee

A copy of the recommendation re. the Transport Strategy for Surrey's School Place Programme is attached as Appendix 2, with a response from the Cabinet Member for Environment and Planning (Appendix 3).

125/14 PROGRESS ON THE DELIVERY OF THE COUNCIL'S WASTE STRATEGY, INCLUDING THE ECOPARK [Item 6]

The Cabinet Member for Environment and Planning set out the progress with the delivery of the council's waste strategy, including the Eco Park, since the Cabinet meeting on 30 October 2013.

He said that, in October 2013 it was anticipated that phase one would be completed by the end of March 2014 and phase two would commence at the beginning of July 2014 at which point it was thought that all the necessary consents would have been obtained.

Since October 2013, a potential land dispute had been satisfactorily resolved and consent has been given to divert a public footpath, necessary for the development but final confirmation from Government was still required in respect of the variation to the planning consent, with the environmental permit variation still awaited from the Environment Agency.

As progress on obtaining these consents had been slower than was anticipated in October 2013, meaning that phase two of the Eco Park development will not commence in July 2014 as originally thought therefore, in accordance with the recommendations set out in the minutes of that meeting, a further report detailing progress with the development of the Eco Park was being presented to Cabinet.

He also highlighted that one of the benefits of the proposed Eco Park waste management processes was that it would offer an alternative to sending 95,000 tonnes of Surrey's waste to landfill and that green electricity would be generated to power thousands of houses from rubbish that could not be recycled and would previously been buried in the ground.

RESOLVED:

1. That the progress made since the last report in October 2013 be noted.
2. That continuation with the delivery of the Eco Park Phase 1, as outlined in paragraph 5, limiting the commitment of expenditure until the necessary remaining consents are obtained, be agreed.

3. That the Strategic Director of Environment and Infrastructure, Director of Finance and Director of Legal and Democratic services, in consultation with the Leader and Cabinet Member for Environment and Planning, continue to monitor progress and report back to Cabinet in the event of material changes to the risks and assumptions set out in this report and the October 2013 report and in particular, if the remaining outstanding consents are not obtained by the end of October 2014.

Reasons for Decisions:

The recommendations are necessary to maintain proper authority to proceed with the delivery of the Eco Park.

126/14 ANNUAL GOVERNANCE STATEMENT 2013/14 [Item 7]

The Chairman of the Audit and Governance Committee was invited to speak. He began by thanking the Leader of the Council and the Chief Executive for attending the recent Audit and Committee where they had a wide-ranging and detailed discussion on the Annual Governance Statement. This had included progress made in the last twelve months, the role of select committees, support for the flood recovery work, Looked after Children and the Care Act, school place planning and making assets work harder. Prior to the meeting, he had requested an additional sentence be included at the end of bullet point (3) – Children in Care Health and Dental Checks:

‘Further work is required to clear a backlog of health assessments for children placed outside Surrey.’

This was agreed.

RESOLVED:

1. That the 2013/14 Annual Governance Statement, attached as Annex A to the submitted report, be approved and signed by the Leader and the Chief Executive for inclusion in the Statement of Accounts and Annual Report.
2. That the Audit and Governance Committee continue to monitor the governance environment and report to Cabinet as appropriate.

Reasons for Decisions:

There is a statutory duty to annually review and report on governance. The identification of issues in governance and internal control and a responsive approach to addressing those issues is viewed as best practice.

127/14 LEADERSHIP RISK REGISTER [Item 8]

This report presented the latest Leadership Risk Register and the key changes made since it was last presented in March 2014. It was the first time

that the report was in the name of the Cabinet Member for Business Services and she highlighted the key changes, namely:

- Central Government policy development (L15) – risk description updated – it was previously ‘Welfare Reform’, and controls updated
- IT risk (L4)- risk description updated, was previously ‘IT systems’, and controls updated

The Cabinet accepted that many of the seven high risks were outside the County Council control but discussed whether there was any possibility of reducing some of them to ‘medium’. It was agreed that the Cabinet Member for Community Services, as Cabinet lead for continuous improvement should attend a future Continuous Improvement Board.

The Leader of the Council also confirmed that he would be writing to Philip Hammond, MP for Runnymede, requesting a meeting to discuss the extra funding promised from Government, for the flooding recovery work.

RESOLVED:

That the contents of the Leadership Risk Register, attached as Annex A to the submitted report, be noted and the control actions put in place by the Continual Improvement Board be endorsed.

Reasons for Decisions:

To enable the Cabinet to keep the Council’s strategic risks under review and to ensure that appropriate action is being taken to mitigate risks in the most effective way.

128/14 BUDGET MONITORING REPORT FOR MAY 2014 [Item 9]

The Leader of the Council presented the first budget monitoring report for the new financial year 2014/15, which saw the Council continue to face demand growth and funding reductions as austerity continues. He referred to the Council’s financial strategy of four key drivers which ensured sound governance in managing finances and providing value for money:

1. Keeping any additional call on the council taxpayer to a minimum

- That the forecast end of year revenue position was for a small underspend of £1.5m and this year, it was important to remember that the risk contingency had been reduced to £5m and will be removed altogether next year.
- Though it was early in the year, he believed that this would be the fifth consecutive year the Council had a small underspend or a balanced budget, demonstrating Cabinet’s strong commitment to tight financial management, backed up the actions of managers across the Council.
- The Council’s multi-year approach to financial management aimed to smooth resource fluctuations over five years. As part of this to support 2014/15, Cabinet approved the use of £20.1m from the Budget Equalisation Reserve, plus £5.8m from other reserves and £5.5m revenue carry forward from 2013/14 for committed expenditure.

2. Continuously drive the efficiency agenda

- At the end of May, services forecast delivering efficiencies of £72m and of the £72m, £35m had either already been achieved or was on track, £31m has some issues and £6m is considered to be at risk.

3. Develop a funding strategy to reduce the Council's reliance on council tax and government grant income.

- That reducing reliance on government grants and council tax was key to balancing the budgets over the longer term and the Revolving Infrastructure and Investment Fund had already invested nearly £4m this year.

4. Continue to maximise our investment in Surrey

- The Council's capital programme not only improved and maintained service delivery, it was also a way of investing in Surrey and generating income for the council. The capital programme plans £760m investment for 2014-19, including £164m in 2014/15.

Finally, he drew Cabinet's attention to a typo in the Appendix – Revolving Infrastructure and Investment Fund, Table 12 – the full year forecast, net income before funding, should be -3.2m and not -0.7m.

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:

That the forecast revenue budget for 2014/15 to underspend by £1.5m, as set out in paragraph 1 of the submitted report, be noted.

That the forecast ongoing efficiencies and service reductions achieved by year end is £71.9m, as set out in paragraph 57 of the submitted report, be noted.

That the budget for Cultural Services be moved from Customers and Communities into the Chief Executive's Office to align management responsibilities with organisational structures.

That a Virement of £0.8m from the Central HR Training Budget to most services that had service specific training budget allocations for 2014/15 be agreed.

Reasons for Decisions:

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

The Cabinet Member for Children and families was pleased to present the Surrey's strategy for Gypsy, Roma and Traveller (GRT) children and young people and said that it was a 'once in a lifetime' opportunity to improve the lives of these young people.

Surrey's GRT children and young people had some of the poorest life chances compared with the county's 0-19 population generally. The strategy identified how the Children, Schools and Families (CSF) Directorate, and wider partners, could reduce local inequalities and improve outcomes for Surrey's GRT children and young people. A detailed needs analysis had been undertaken.

She said that the strategy included an action plan which identified key staff / partners who would take the recommendations forward and drew attention to the comprehensive Equalities Impact Assessment, attached to the report. She also acknowledged that accommodation was an on-going problem and that the County Council would be working with Boroughs and Districts in relation to traveller accommodation needs.

Finally, she thanked the Surrey's Gypsy and Traveller Forum for their work in engaging with GRT communities.

The Cabinet Associate for Fire and Police Services also welcomed the report and stressed the importance of providing equal opportunities for all young people in Surrey.

Other Cabinet Members expressed their support for this strategy, acknowledging the importance of GRT culture but not denying their young people opportunity for education and working with this community to demonstrate the value and importance of education.

RESOLVED:

1. That the strategy, attached as Annex A to the submitted report, be agreed, for implementation with immediate effect.
2. That the strategy and needs analysis be published on Surrey County Council's website.
3. That officers develop a short, accessible summary of the strategy to share with Surrey's Gypsy Roma and Traveller communities.

Reasons for Decisions:

Implementing the strategy is key to reducing local inequalities and improving outcomes for Surrey's GRT children and young people. The strategy also contributes to the Directorate's wider approach to improving outcomes for all vulnerable groups of children and young people. Publishing it will help to communicate Surrey's commitment to these objectives.

The Leader of the Council commended this report to Cabinet.

RESOLVED:

1. That the establishment of the Coast to Capital Strategic Joint Committee, constituted in accordance with the Heads of Terms contained in Annex 1 of the submitted report, be approved.
2. That the responsibility for taking the steps necessary to give effect to recommendation 1 be delegated to the Chief Executive in discussion with the Leader of the Council and any subsequent amendments to the Heads of Terms of the Coast to Capital Joint Committee be agreed.
3. That the responsibility to amend the Council's constitution to reflect the establishment of the Joint Committee be delegated to the Monitoring Officer.

Reasons for Decisions:

The Joint Committee is one element of a package of measures being taken to strengthen the governance arrangements within and around the Local Enterprise Partnership (LEP). This is important because the credibility of those arrangements in ensuring effective collective action to implement the Strategic Economic Plan (SEP) will be a significant consideration for Government when deciding how much funding to provide to the LEP, including through investment in transport and other infrastructure which is crucial for all Surrey residents.

131/14 ROAD SAFETY POLICIES UPDATE [Item 12]

The Cabinet Member for Highways, Transport and Flooding Recovery introduced the report, stating that the starting point of any speed policy was Road Safety. In January 2013, the Government issued new national guidance for Local Authorities on setting speed limits and this report presented an update to the council's policy on "Setting Local Speed Limits" and also presented a new policy "Road Safety Outside Schools" for approval by the Cabinet.

He referred to the current policy and to the Local Committees comments (set out in Annex 3) on the proposed draft policies on setting Local Speed Limits and also Road Safety Outside School. He also highlighted paragraph 28 of the report which relates to calls for a 20mph speed limit outside schools which he said was a relevant consideration at this time of expansion of many Surrey schools.

Cabinet Members debated the issue of changing speed limits and who should make the final decision, as set out in paragraphs 11 and 12 of the submitted report. They considered that professional advice from highways officers and the Police was critical and agreed that the Cabinet Member for Highways, Transport and Flooding Recovery had an overview of the county's roads and should have the final decision on the rare occasions when local committees

disagreed with officer recommendations. However, if there was a dispute in the Cabinet Member's own local area, it should be referred to the Cabinet Member for Environment and Planning, for decision.

On the proposed policy for Road Safety outside Schools, the Cabinet Member for Schools and Learning advised Cabinet that Academy funding was primarily for education inside schools and therefore she was concerned about the proposal in paragraph 18 of the report, relating to school crossing patrol services, namely:

'It is proposed that a charge of £3,600 per year will be made to Academies, Independent and Free Schools to cover salary and training costs.'

She asked Cabinet to reconsider this proposal and requested that it was deleted from the report. This was agreed.

Attention was also drawn to the risk assessment undertaken before a decision was taken to recruit a new or replacement school crossing patrol officer and it was confirmed that this would apply to both maintained and academy and free schools.

RESOLVED (as amended):

1. That the policy "Setting Local Speed Limits" as set out in Annex 1 of the submitted report, be approved.
2. That the policy "Road Safety Outside Schools" ,as set out in Annex 2 of the submitted report, be approved, with the charge relating to Academies and Free Schools being removed.

Reasons for Decisions:

The county council's policy on "Setting Local Speed Limits" has been updated in light of new government guidance, and in order to improve the existing assessment procedure. A new policy "Road Safety Outside Schools" has also been developed to tackle concerns over road safety outside schools. As part of this the school crossing patrol policy has been updated to ensure that the provision of school crossing patrols is maintained and prioritised at sites where they are most needed.

132/14 SURREY FIRE & RESCUE: TO REVIEW AND DISCUSS THE CONTRACT ARRANGEMENTS FOR CONTINGENCY CREWING AND FOR THE PROVISION OF SPECIALIST RESCUE CAPABILITIES [Item 13]

The Cabinet Associate for Fire and Police Services provided Cabinet with details of the existing contingency arrangements and said that the pilot contract would need to be evaluated. She said that the report set out three options for the way forward:

- (i) Ceasing third party contingency arrangements
- (ii) Continuing with current provision
- (iii) Putting in place new contingency arrangements

She said that the pilot contract has been successful and the Cabinet was asked to give approval to commence a full tender process for a long term contract for the provision of this service which should obtain better value for money and enable further innovative ways of working (option 3). She confirmed that an Equalities Impact Assessment would be undertaken, as part of the process for awarding a new contract.

RESOLVED:

That Surrey County Council Procurement and Surrey Fire and Rescue Service (SFRS) commence the tendering for a new contract that delivers value for money and innovative ways of working, for the delivery of contingency crewing and specialist rescue capabilities, from 31 March 2015, when the current extended contract ends.

Reasons for Decisions:

- SFRA remains compliant with legal requirements (Fire and Rescue Services Act 2004, National Framework and Civil Contingencies Act 2004).
- SFRS could develop opportunities for the supply of specialist rescue capabilities to / with partners.
- This move assists progress on the SFRS transformation agenda, and by broadening the contract scope would meet the increasing financial pressures and create a partnership to deliver new and innovative ways of working for the benefit of all Surrey residents.

133/14 STAMFORD GREEN PRIMARY SCHOOL, EPSOM [Item 14]

The Cabinet Member for Schools and Learning said that the County Council was embarking on the biggest school investment programme in Surrey's history and asked Cabinet to approve the Business Case for the expansion of Stamford Green Primary School from a 2 form of entry primary (420 places) to a 3 form of entry primary (630 places) creating 210 additional places in Epsom to help meet the basic need requirements in the Epsom and Ewell area. She said that Stamford Green Primary School was a popular school which had been voted 'good' by Ofsted.

She referred to the concerns of Mrs Lallement, the local County Councillor, who was unable to attend today to put her concerns, relating to traffic and road safety in the locality, to Cabinet in person. She also said that Mrs Lallement was sponsoring an on-line petition. Finally, she said that the planning application would be considered by the Planning and Regulatory Committee in July and therefore, approval of the business case would be subject to planning permission.

The Cabinet Member for Business Services confirmed that the business case had been subject to robust cost challenges.

RESOLVED:

That, subject to the agreement of the detailed financial information for the expansion as set out in agenda item 21 in Part 2 of this agenda, the business

case for the provision of an additional 1 form of entry (210 places) primary places in Epsom 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 Epsom and Ewell area.

134/14 WEST BYFLEET INFANT AND JUNIOR SCHOOLS [Item 15]

The Cabinet Member for Schools and Learning confirmed her support for the approval of the Business Case for the expansion of West Byfleet Infant and Junior Schools from a 2 form of entry infant (180 places) to a 3 form of entry infant (270 places) and a 2 form of entry junior (240 places) to a 3 form of entry junior (360 places) creating 210 additional places in West Byfleet to help meet the basic need requirements in the Woking area. She said that the Infant School had been judged 'outstanding' by Ofsted at its last inspection and that the junior school was rapidly improving and was a popular local school.

RESOLVED:

That, subject to the agreement of the detailed financial information for the expansion as set out in agenda item 22 in Part 2 of this agenda, the business case for the provision of an additional 1 form of entry (210 places) infant and junior places in West Byfleet 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 Woking area.

135/14 ASHFORD PARK PRIMARY SCHOOL [Item 16]

The Cabinet Member for Schools and Learning requested that Cabinet also approve the Business Case for the expansion of Ashford Park Primary School from a 2 form of entry (420 places) to a 3 form of entry (630 places) creating 210 additional places in Ashford to help meet the basic need requirements in the Spelthorne area. She highlighted the Ofsted reports for the school and said that it was anticipated that the standard of education would be judged as 'good' at its next inspection.

She also confirmed that the local Member had been consulted.

RESOLVED:

That, subject to the agreement of the detailed financial information for the expansion as set out in agenda item 23 in Part 2 of this agenda, the business

case for the provision of an additional 1 form of entry (210 places) primary places in Ashford 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 Spelthorne area.

**136/14 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS
TAKEN SINCE THE LAST CABINET MEETING [Item 17]**

To note the delegated decisions taken by Cabinet Members since the last meeting of the Cabinet.

RESOLVED:

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

Reasons for Decisions:

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

137/14 EXCLUSION OF THE PUBLIC [Item 18]

**138/14 SURREY FIRE & RESCUE: RENEW CONTRACT ARRANGEMENTS
FOR SPECIALIST RESCUE AND CONTINGENCY CREWING [Item 19]**

This was the Part 2 annex, relating to item 13 which set out the confidential financial and value for money implications.

**139/14 FUTURE PUBLIC HEALTH CONTRACT ARRANGEMENTS WITHIN
THE NHS [Item 20]**

In the absence of the Cabinet Member for Public Health and Health and Well Being Board, the Cabinet Member for Children and Families presented this report, she said that the County Council had inherited a public health contract with Virgin Care Services (VCS) for sexual health, substance misuse, mental health and school nursing and was now seeking to confirm arrangements going forward with the Lead Commissioner, North West Surrey Clinical Commissioning Group. This would improve the quality of the services provided to Surrey residents by the re-negotiation of the contract. The Cabinet is being asked to consider three options, with the preferred option being to sign up to the contract as an associate.

She also drew Cabinet's attention to both the risk implications and the Section 151 officer commentary, as set out in the report.

RESOLVED:

That option 1, to remain an associate commissioner on the Virgin Care Services (VCS) NHS contract led by North West Surrey Clinical Commissioning Group (NWS CCG) be agreed.

Reasons for Decisions:

The proposed option would strengthen contractual arrangements and offer significant benefits to both patients and commissioners. In addition, it secures best value for money reasonably available as a result of negotiation. SCC would receive greatest benefit for their commissioned services by remaining an associate commissioner of the National Health Service (NHS) contract as well as maintaining good relationships with CCGs at a critical time in the development of the Better Care Fund and Public Service Transformation Network.

140/14 STAMFORD GREEN PRIMARY SCHOOL, EPSOM [Item 21]

The Cabinet Member for Schools and Learning said that this report contained the financial information pertaining to the business case for the project to expand Stamford Green Primary School, Epsom and requested Cabinet's approval.

RESOLVED:

1. That the business case for the project to expand Stamford Green Primary School by 210 places at a total estimated 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 Schools and Learning, the Cabinet Member for Business Services and the Leader of the Council, be approved.

Reasons for Decisions:

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

141/14 WEST BYFLEET INFANT AND JUNIOR SCHOOLS [Item 22]

The Cabinet Member for Schools and Learning said that this report contained the financial information pertaining to the business case for the project to expand West Byfleet Infant and Junior Schools, and commended it to Cabinet.

RESOLVED:

1. That the business case for the project to expand West Byfleet Infant and Junior Schools by a total of 210 places at a total estimated 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 Schools and Learning, the Cabinet Member for Business Services and the Leader of the Council, be approved.

Reasons for Decisions:

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

142/14 ASHFORD PARK PRIMARY SCHOOL [Item 23]

The Cabinet Member for Schools and Learning said that this report contained the financial information pertaining to the business case to expand Ashford Park Primary School and requested approval.

RESOLVED:

1. That the business case for the project to expand Ashford Park Primary School by 210 places at a total estimated 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 Schools and Learning, the Cabinet Member for Business Services and the Leader of the Council be approved.

Reasons for Decisions:

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

143/14 PUBLICITY FOR PART 2 ITEMS [Item 24]

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

[Meeting closed at 3.55pm]

Chairman

COUNCIL OVERVIEW & SCRUTINY COMMITTEE

Item under consideration: GRANT CRITERIA AND FUNDING OPPORTUNITIES GUIDE

Date Considered: 16 June 2014

- 1 At its meeting on 16 June 2014 the Committee considered the call-in of the Cabinet's decision of 27 May 2014 in relation to the Grant Criteria and Funding Opportunities Guide. The Cabinet approved the Guide with the following amendment:

‘Officers should ensure that any grants awarded are aligned with and support the Council’s Corporate Priorities.’
- 2 Nick Skellett, Chairman of the Council Overview & Scrutiny Committee, called in the decision on the following grounds:
 - (a) The amendment and the report do not reflect the decision taken by the Cabinet on 25 March 2014 Item 5 (a) to support the COSC's recommended actions proposed in Paragraph c) for the Adult Social Care directorate to take forward:

“That the effectiveness of voluntary sector grants be reviewed to ensure, where appropriate, these align with and support the objectives of the Family, Friends and Community Support programme.”
 - (b) There is also a need to clarify the requirements for disclosures of Members' interests and confidentiality agreements.
- 3 The concern in relation to the first ground for the call-in was that the agreed amendment did not give sufficient emphasis to the Family, Friends and Community Support (FFCS) programme. The achievement of savings through this programme is a key part of the Council's current budget strategy, and the grants awarded could potentially make a significant contribution to the success of the FFCS initiative. It was therefore felt that the Grant Criteria and Funding Opportunities Guide should make specific reference to FFCS.
- 4 The Committee heard that the Cabinet had decided that it was not appropriate to single out FFCS in the Guide as there were other priority areas in different services for which a case could equally be made for inclusion. The Guide was intended to be a high-level, light-touch document, but the Cabinet felt that the FFCS programme was inherent in the reference to the Council's Corporate Priorities included within the agreed amendment. Officers would ensure that all those involved in making and approving grant applications were aware that support for FFCS would be central to the approval process, and appropriate training would be provided. The Cabinet also felt that mentioning FFCS specifically would mean a revision of the Guide would become necessary in the event of any change to the name of the initiative.

- 5 Following discussion, the Committee remained concerned that the reference to 'Corporate Priorities', whilst an essential part of the criteria, did not provide the required focus on the FFCS programme and the programme's fundamental role in achieving the savings required in the Medium-Term Financial Plan. Inclusion of a specific reference to FFCS would be consistent with the Committee's recommendation, agreed by the Cabinet in March 2014, that grants should align with and support the objectives of the FFCS programme.
- 6 The Committee discussed the second ground for the call-in, which relates to the requirements for disclosures of Members' interests and confidentiality agreements set out in paragraph 3.5.7 of the Guide. Members felt that the guidance in the document went beyond the requirements of the Localism Act, and the signing of a confidentiality agreement as stated in 3.5.7 duplicated the Members' Code of Conduct. It was noted that this part of the guidance was aimed more at those members of evaluation panels who were not County Councillors, and it was therefore agreed that an additional paragraph should be included in the Guide to clarify the specific responsibilities in relation to disclosures of interests and the signing of confidentiality agreements for councillors serving on evaluation panels. It was proposed that the wording should be agreed by Legal Services in consultation with the Cabinet Member for Business Services and the Chairman of the Council Overview & Scrutiny Committee. It was also agreed that the apparent inconsistency between the first and second paragraphs of section 1.5.3 should be addressed by amending the first sentence of the second paragraph by the addition of the word 'also' to read 'conflicts of interest can also arise...'.
- 7 The Committee referred the decision on the Grant Criteria and Funding Opportunities Guide back to the Cabinet with the following recommendations:
- (a) That the following addition be made to the core requirements section of the Grant Criteria and Funding Opportunities Guide to ensure that, where grants are made in relation to Adult Social Care, the objectives of the current Family, Friends & Community Support programme are fully considered and applied where appropriate:
- 'Where appropriate, officers should ensure that any grants awarded are aligned to the Council's Corporate Strategy, and in particular with, and in support of, the objectives of the Family, Friends and Community Support Programme. Senior Managers in Adult Social Care will have access to the details of grants awarded to aid the implementation of the Family, Friends and Community Support Programme.'
- (b) That an additional paragraph be included in the Guide to clarify the specific responsibilities in relation to disclosures of interests and the signing of confidentiality agreements for councillors serving on evaluation panels: the wording to be agreed by Legal Services in consultation with the Cabinet Member for Business

Services and the Chairman of the Council Overview & Scrutiny Committee.

- (c) That the first sentence of the second paragraph of section 1.5.3 of the Guide be amended by the addition of the word 'also', to read 'Conflicts of interest can also arise...'

NICK SKELLETT

Chairman of the Council Overview & Scrutiny Committee

ENVIRONMENT & TRANSPORT SELECT COMMITTEE

**Item under consideration: TRANSPORT STRATEGY FOR SURREY'S
SCHOOLS PLACE PROGRAMME**

Date Considered: 12 June 2014

1. The Select Committee welcomed the report. The view was expressed that school expansions impact significantly on surrounding areas and did not give Local Transport Plans enough consideration.
2. Concern was expressed that Local Committees received school expansion applications too late in the planning process. This often meant that Members were unable to discuss and debate issues relating to the plans in depth as given the demand on school places in Surrey, there was a pressure to approve these applications as soon as possible. It was suggested that the relevant Committees therefore receive school expansion applications at a much earlier stage in the planning process than at present.
3. Concerns were raised around the role of transport development control, however Members were informed that 95% of major expansions required in Surrey's schools had already been identified by the service. It was also noted that significant background work had been done to understand how best to improve the consultation process and develop good working relations with Local Committees.
4. It was felt that proposed funding cuts to school transport activities would be difficult to reconcile with an increase in school places. The Cabinet Member responded that this issue would be considered by the Member Task Group.

Recommendations:

That the Cabinet Member for Environment & Planning agree with colleagues a set of procedures to make it possible for detailed school planning applications, including school travel plans, to be submitted to Planning Committees well in advance of required works. These procedures should also enable Local Committees to be consulted before the plans are submitted.

David Harmer
Chairman of the Environment & Transport Select Committee

CABINET RESPONSE TO ENVIRONMENT AND TRANSPORT SELECT COMMITTEE

TRANSPORT STRATEGY FOR SURREY'S SCHOOLS PLACE PROGRAMME

(considered by E&TSC on 12 June 2014)

SCRUTINY COMMITTEE RECOMMENDATION:

That the Cabinet Member for Environment & Planning agree with colleagues a set of procedures to make it possible for detailed school planning applications, including school travel plans, to be submitted to Planning Committees well in advance of required works. These procedures should also enable Local Committees to be consulted before the plans are submitted.

RESPONSE

The five key Services in delivering the schools place programme (Education, Property, Planning, Procurement and Finance) have been working together to develop new and better ways of working in order to deliver the school place programme in a more efficient and timely manner. This includes such measures as:

- Earlier involvement of Planning and Transport Development Planning in the decision making process as to which schools to be expanded and how.
- Earlier identification of appropriate mitigation measures necessary to reduce the impact of a school expanding.
- Good quality planning application made first time.
- Travel planning brought in house to be prepared by our travel planning team that already work with our schools which will result in detailed travel plans prepared in advance and submitted to the Planning Committee with the application.
- Monitoring of planning permissions to ensure compliance with approvals.
- Sharing of data with teams across Environment and Infrastructure to ensure a joined up approach with other programmes.

Local committees are not consultees on planning applications, as this would add delays to the process, resulting in the inability to deliver school places on time. In order to keep Members fully involved and informed, the following measures will be implemented:

- The latest Schools Expansion Tracker spreadsheet that sets out the whole programme will be sent to all Members by the end of June. This will inform Members of what is proposed in their divisions. It is important for all Members to be aware that the information contained

within the spreadsheet must be treated as confidential.

- Twice a year (Autumn and Spring) the relevant Schools Commissioning Officer will attend the informal private Local Committees to discuss the schools expansion programme with Members in the context of the education rationale for expansion. Two weeks prior to this the latest Schools Expansion Tracker will be sent to Members.
- Local Committee Chairmen can invite the Schools Commissioning Officers to discuss specific issues relating to proposed expansions as and when they arise.

Mike Goodman
Cabinet Member for Environment and Planning
24 June 2014