



Agenda and Reports

for the meeting of

THE COUNTY COUNCIL

to be held on

14 JULY 2015

County Hall
Kingston upon Thames
Surrey

3 July 2015

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, 14 July 2015, beginning at 10.00 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 9.50am.*

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
- 14)

To confirm the minutes of the meeting of the Council held on 19 May 2015.

(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
15 - 18)

The Chairman to report.

A list of Her Majesty the Queen's Birthday Honour's List 2015 and the Queen's Award for Voluntary Service are included within the agenda papers. The Chairman has written letters of congratulations to all those who have received awards for services to Surrey communities.

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 2015 (Pages 19 - 72)

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

7 MEMBERS' QUESTION TIME

(1) 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 8 July 2015).

(2) Cabinet Member Briefings on their portfolios

These will be circulated by email to all Members prior to the County Council meeting, together with the Members' questions and responses.

There will be an opportunity for Members to ask questions.

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 13 July 2015).

9 ORIGINAL MOTIONS

ITEM 9(i)

Mr Mel Few (Foxhills, Thorpe and Virginia Water) to move under Standing Order 11 as follows:

'This Council notes with delight the success of the many Magna Carta celebrations and in particular the historic event which took place on Runnymede Meadows on 15 June 2015 celebrating the 800th anniversary of its sealing.'

This Council thanks all of the many people, partners and organisations that helped make the celebrations so successful and which enabled the county of Surrey to showcase a unique event of world significance.

This Council wishes in particular to thank its own staff and Members, many of whom went way beyond the call of duty, in the successful organisation of these celebrations.'

ITEM 9(ii)**Mrs Fiona White (Guildford West) to move under Standing Order 11 as follows:**

'This Council agrees to prioritise the recruitment and retention of Social Workers including by ensuring that the County Council's social worker pay is competitive with neighbouring councils, carrying out recruitment campaigns, recruiting social work graduates from Universities, providing key worker housing and relevant training, in order to:

- provide sufficient qualified, trained and experienced Social Workers to support and protect vulnerable children and adults in Surrey,
- reduce the council's over-reliance on costly agency staff
- reduce the workload of social workers.'

ITEM 9(iii)**Mrs Hazel Watson (Dorking Hills) to move under Standing Order 11 as follows:**

'This Council requests the Cabinet to allocate additional funding to all Local Committees to enable them to introduce 20 mph speed limits outside schools where requested by both the school and the local community in order to reduce traffic speeds and to improve road safety.'

10	ELECTED MEMBER DEVELOPMENT STRATEGY	(Pages 73 - 90)
	To approve a revised Elected Member Development Strategy, in accordance with County Council requirements.	
11	REPORT OF THE CABINET	(Pages 91 - 96)
	To receive the report of the meeting of the Cabinet held on 26 May and 23 June 2015.	
12	REPORT OF THE AUDIT AND GOVERNANCE COMMITTEE	(Pages 97 - 130)
	(i) To approve the updated strategy against Fraud and Corruption, for inclusion in the Constitution (Annex A).	
	(ii) To approve the Risk Management Strategy, for inclusion in the Constitution (Annex B).	
	(iii) To approve the updated Code of Corporate Governance (Annex C).	

13 MINUTES OF THE MEETINGS OF THE CABINET(Pages
131 -
174)

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 Anne Gowing in Democratic Services by 12 noon on Monday 13 July 2015.

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. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that 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 - 19 MAY 2015

MINUTES of the meeting of the Council held at the Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN on 19 May 2015 commencing at 10.00 am, the Council being constituted as follows:

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

*absent

25/15 CHAIRMAN [Item 1]

Under the motion of Mrs Clack, seconded by Mr Harrison, it was unanimously:

RESOLVED:

That Mrs Sally Marks be elected Chairman of the Council for the Council Year 2015/16.

DECLARATION OF ACCEPTANCE OF OFFICE

Mrs Marks made the statutory declaration of office and took the Chair. The newly elected Chairman expressed her thanks to the Members of the Council for electing her as Chairman.

26/15 APOLOGIES FOR ABSENCE [Item 2]

Apologies for absence were received from Mr Beardsmore, Miss Heath, Mr Hickman, Mrs Lallement, Mrs Ross-Tomlin and Mrs Young.

27/15 MINUTES [Item 3]

The minutes of the meeting of the County Council held on 17 March 2015 were submitted, confirmed and signed.

28/15 ELECTION OF COUNTY COUNCILLOR [Item 4]

The Chief Executive, formally reported that Mr Ramon Gray was duly elected as the new County Councillor for the Weybridge division following the by-election held on 7 May 2015.

29/15 CHAIRMAN'S ANNOUNCEMENTS [Item 5]

The Chairman made the following announcements:

- (i) She informed Members that Mrs Cecelia Garrard, former County Councillor, who was Chairman of the County Council from 1993 – 1996 and also a Deputy Lieutenant for Surrey had passed away. Members stood in silent tribute.
- (ii) On behalf of Surrey County Council, she congratulated their Royal Highnesses, the Duke and Duchess of Cambridge on the birth of their daughter, Princess Charlotte.
- (iii) Magna Carta – that the celebrations relating to the 800th anniversary of the sealing of the Magna Carta would culminate on 15 June 2015, when the County Council in partnership with the National Trust would be hosting an event on the Runnymede meadows. Senior Members of the Royal Family will be attending.
- (iv) The fire at Clandon Park – she thanked Members of Surrey County Council staff, and in particular staff from the Surrey Fire and Rescue Service and the Registration Service who worked tirelessly during this incident and the following days to mitigate its effect.

- (v) Freedom Game – she informed Members that a new community opera commissioned by Surrey County Council through Surrey Arts had been performed for the first time at the Royal Albert Hall on Tuesday 12 May.
- (vi) Dame Sarah Goad DCVO JP – that there would be an opportunity to thank her for 18 years of service as Lord Lieutenant of Surrey at the AGM Ceremonial lunch.
- (vii) Finally, she said that the new High Sheriff, Mrs Elizabeth Kennedy had been appointed at a ceremony at Guildford Cathedral on 20 March 2015.

30/15 DECLARATIONS OF INTEREST [Item 6]

There were none.

31/15 VICE-CHAIRMAN [Item 7]

Upon the motion of Mrs Frost, seconded by Mr Walsh, it was unanimously:

RESOLVED:

That Mr Nicholas Skellett CBE be appointed Vice-Chairman of the Council for the council year 2015/16.

DECLARATION OF ACCEPTANCE OF OFFICE

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

32/15 MOTION OF THANKS TO RETIRING CHAIRMAN [Item 8]

The newly elected Chairman moved a formal motion of thanks to Mr Munro for his services as Chairman of the Council during the last two years. This was formally seconded by Mrs Watson.

There were also congratulatory speeches from the Leader of the Council, who asked Mr Munro to become the County Council's Armed Forces Champion, the Leader of the Residents' Association and Independent Group, the Leader of UKIP, the Deputy Leader, Mrs Frost and Mr Skellett.

RESOLVED:

That we, the Chairman and Members of the Surrey County Council, record our warm appreciation of the distinguished services given to the County and its inhabitants by Mr David Munro during his tenure of office as Chairman of the Council from 21 May 2013 to 19 May 2015.

The Chairman then presented Mr Munro with an inscribed copy of the motion together with an ex-Chairman's badge and a gift, funded privately by Members' subscription.

Mr Munro made a farewell speech.

33/15 LEADER'S STATEMENT [Item 9]

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

Members raised the following topics:

- Support for Devolution and a fairer deal for funding for Surrey and whether, if Surrey goes down the Devolution route, the County Council would have an elected mayor.
- The importance of services for local residents and a request not to close any Children's Centres in Surrey
- Confirmation that the Medium Term Financial Plan would be refreshed in July 2015

34/15 AMENDMENTS TO THE COUNCIL'S SCRUTINY FUNCTION - ARTICLE 7: SELECT COMMITTEES [Item 10]

The Chairman explained that Cabinet portfolios had been revised to align with the three strategic goals in the Corporate Strategy and it was now proposed to amend select committee remits to reflect these and to enable effective scrutiny of the work of Cabinet and services.

Mr Harrison welcomed many of the changes but expressed concern in relation to the merging of Children's and Adults into one Social Care Services Board. He asked that this change was reviewed in twelve months and reported back to Council.

Mr Robert Evans considered that the new titles of the Boards did not clearly reflect the work of each Board and residents would have difficulty in understanding their roles. However, the Leader of the Council provided an explanation for the changes and said that 'Resident Experience' was at the heart of all services provided by the County Council.

RESOLVED:

That the Council approves the following recommendations with immediate effect:

1. the merger of the Adult Social Care and Children Social Care remits to form a Social Care Services Board and the formation of a new Education and Skills Board;
2. that the Council's select committees will be known as:
 - Council Overview Board
 - Social Care Services Board
 - Wellbeing Board (Health Scrutiny)
 - Education and Skills Board
 - Economic Prosperity, Environment and Highways Board
 - Resident Experience Board
3. the revised Article 7 of the Constitution, as set out in Annex 1 and the detailed remits of the Boards in Annex 1a, of the submitted report.

35/15 UPDATE REPORT OF THE CONSTITUTION REVIEW GROUP [Item 11]

As part of the Constitution Review Group and as the newly elected Vice-Chairman of the Council, Mr Skellett introduced the report. He explained that the Council had last reviewed

its council and committee processes at the County Council meeting in October 2014, when it was agreed that the Review Group would re-consider how to handle the number and timing of motions and also the number of signatures required, in the Council's Petition Scheme, to trigger a debate at full Council.

He drew attention to the recommendations set out in the Update Report as set out on pages 43 – 45 of the Council agenda and expanded on the reasoning for them.

Mr Harrison tabled an amendment to the recommendations – amending recommendations (2) and (6) as set out below:

- (2) There is a presumption that original motions will normally be taken in the order in which they are received. ~~However, in the event that the number of motions received deems it unlikely that they can be debated within the time limit, or for example, where an excessive number of motions had been received or a number of motions from one Group which might prohibit a balance of debate across the Council, the Chairman has the discretion to determine the order in which they are debated following consultation with Group Leaders and others as appropriate, but second motions submitted by any Group will be added to the end of the end of the list of first motions submitted by each Group or by an individual Member, in a similar manner to which the Council deals with Member questions. Third motions will follow and so on.~~
- (6) The Chairman's role is to ensure that the debate on motions is fully heard ~~but that the debate is not prolonged unnecessarily to prevent later motions and debates being given sufficient consideration, but is not unduly repetitive and the debate is not prolonged unnecessarily.~~

The remaining recommendations were unchanged in his amendment.

He said that the Residents Association / Independent Group would prefer an overall time limit rather than a restriction on the number of motions and he also considered adopting a similar approach as Members' questions was a good approach, so that any second / third motion would be added to the list after all first motions submitted by each Group, because he disagreed with the Chairman using his/her discretion in determining the order of the motions.

He referred to the option, already available to Council, to defer motions to select committees / Cabinet and also said that as the Constitution Review Group was continuing its work for a further year, there would be a further opportunity to review changes and therefore urged Members to support his amendments.

Mr Skellett did not accept Mr Harrison's amendment to the recommendations of the Constitution Review Group because he considered that it removed from the Chairman, the option to determine the order of the motions and therefore, proposed his own amendment to recommendation (2) by adding the following to Mr Harrison's amendment:

'However, in the event that the number of motions received deems it unlikely that they can be debated within the time limit the Chairman has the discretion to determine the order in which they are debated following consultation with Group Leaders and others as appropriate, being mindful of the political balance of the Council and the need to ensure fair representation for all political groups.'

So that recommendation (2) now read:

'There is a presumption that original motions will normally be taken in the order in which they are received but second motions submitted by any Group will be added to the end of the end

of the list of first motions submitted by each Group or by an individual Member, in a similar manner to which the Council deals with Member questions. Third motions will follow and so on. However, in the event that the number of motions received deems it unlikely that they can be debated within the time limit the Chairman has the discretion to determine the order in which they are debated following consultation with Group Leaders and others as appropriate, being mindful of the political balance of the Council and the need to ensure fair representation for all political groups.'

The remaining recommendations remained unchanged.

Mr Harrison did not accept the amendment as proposed by Mr Skellett.

The Chairman said that Members would debate the amendment, as further amended by Mr Skellett and vote on this amendment. However if Members voted against this amendment, they would return to Mr Harrison's amendment and vote on that one.

During the debate on the amendment, the following points were made:

- Mrs Watson said that these amendments indicated how complicated this review had become and informed Members that she had a further amendment, which she would table after this amendment had been decided
- Concern that the Chairman would not be impartial
- The original amendment was simple and logical and the further amendment should be rejected
- A request for cross-party support for the original amendment
- That the majority of motions usually came from the opposition and that Mr Harrison's amendment was too prescriptive
- Acknowledgement of the option to refer motions, however, using this option created a 'back-up' of business for later council meetings
- The proposed recommendations agreed that there should be no cap on the number of motions but that there should be a time limit
- The importance of retaining the Chairman's discretion.

After the debate on Mr Skellett's amendment, the recommendations of the Constitution Review Group were put to the vote with 56 Members voting for and 15 Members voting against it. There were no abstentions.

Therefore the amendment was carried.

Mrs Watson's amendment was tabled. She proposed deleting recommendations (1) to (4) and to reducing the number of signatures required to trigger a debate in the Council's Petition Scheme from 10,000 to 3,000.

Mrs Watson said that she considered that the threshold for signatures in the Council Petition Scheme was still too high and would continue to prevent residents participating in County Council meetings. She also considered that the role of the full County Council meetings was for cross-party debate and to share ideas, which would be curtailed if the new recommendations were agreed.

This amendment was ruled as not valid.

Therefore, Members were asked to vote on the revised recommendations, as agreed after Mr Skellett's amendment, with 56 Members voting for and 15 Members voting against it. There were no abstentions.

Therefore, it was:

RESOLVED:

That the following recommendations to be effective from the next ordinary meeting of the Council:

1. There should be no cap on the number of motions set down for debate at Council meetings but a limit of one and a half hours for the total debate on motions, subject to the Chairman's discretion to waive the time limit if it is deemed the matter is of particular importance.
2. There is a presumption that original motions will normally be taken in the order in which they are received but second motions submitted by any Group will be added to the end of the list of first motions submitted by each Group or by an individual Member, in a similar manner to which the Council deals with Member questions. Third motions will follow and so on. However, in the event that the number of motions received deems it unlikely that they can be debated within the time limit the Chairman has the discretion to determine the order in which they are debated following consultation with Group Leaders and others as appropriate, being mindful of the political balance of the Council and the need to ensure fair representation for all political groups.
3. There is a presumption against having original motions at the statutory Annual General Meeting (May) and the Annual Budget Council Meeting (February). Motions may be accepted at the Chairman's discretion however, discussions must be contained within an indicative time limit of 45 minutes in total. This is to take account of any emerging or urgent issues deemed to be of sufficient importance to discuss at these two Council meetings.
4. That the Council's Standing Orders are updated to reflect revised time limits to apply to speeches, as detailed in Annex B of the submitted report.
5. The Council's Petition Scheme be amended to set the threshold for a petition to trigger a debate at Council at 10,000 signatures, as set out in Annex C of the submitted report.
6. The Chairman's role is to ensure that the debate on motions is fully heard but is not unduly repetitive and the debate is not prolonged unnecessarily.
7. That the new arrangements for motions should be reviewed after one year to judge their effectiveness.
8. That a full review of Standing Orders is undertaken in relation to accuracy and 'points of order' by the end of 2015.
9. That the Council's Standing Orders are updated to reflect the change in legislation to state that a recorded vote must be undertaken when the vote is taken for setting the annual budget.
10. That the Constitution Review Group continues its work for a further year under the chairmanship of the new County Council Vice-Chairman, once elected.
11. That the Member Development Steering Group considers further training for Members on the procedural aspects of the Constitution.

36/15 AMENDMENTS TO THE CONSTITUTION [Item 12]

A revised page 83, with the correct numbers for the Boards and Committees was tabled at the meeting and is attached as Appendix B.

Also, an addition to recommendation 1 was proposed, this was:

1(iii) changes in the length of speeches, as set out in item 11, recommendation (4) – page 44 of the agenda.

The Leader of the Council confirmed that these amendments to the Constitution had been endorsed at the People, Performance and Development Committee held on 12 May 2015.

RESOLVED:

1. That the County Council agrees to the relevant changes to its Standing Orders regarding:
 - (i) the role of Cabinet Associates at County Council meetings
 - (ii) the removal of the statutory protection in respect of disciplinary action for the Head of Paid Service, Monitoring Officer and Chief Finance Officer
 - (iii) changes in the length of speeches, as set out in item 11, recommendation (4) – page 44 of the agenda.
2. That the amendments to the Officer Code of Conduct be approved.

37/15 ANNUAL REVIEW OF POLITICAL PROPORTIONALITY 2015/16 [Item 13]

The annual review of the Scheme of Political Proportionality 2015/16 was circulated separately to Members and is attached as Appendix C to these minutes.

RESOLVED (with no Member voting against):

That the committee sizes and scheme of proportionality, as set out in Annex 1 of the submitted report, be adopted for 2015/16.

38/15 APPOINTMENT OF COMMITTEES [Item 14]

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 Boards and Committees of the Council for the Council Year 2015/16, 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 2015/16.

4. That the remaining County Councillors for each district/borough area be appointed to serve on the appropriate Local Committee for the Council Year 2015/16, 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 2015/16.

39/15 ELECTION OF COMMITTEE CHARMEN AND VICE-CHAIRMEN 2015/16 [Item 15]

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

RESOLVED:

1. That the Members listed below be duly elected as Chairmen and Vice-Chairmen respectively for the Boards and Committees, as shown for the Council Year 2015/16.
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.

BOARDS		
	Chairman	Vice-Chairman
Council Overview	David Munro	Eber Kington
Social Care Services	Keith Witham	Margaret Hicks
Education and Skills	Mark Brett-Warburton	Mary Lewis
Resident Experience	Colin Kemp	Rachael I Lake
Economic Prosperity, Environment & Highways	David Harmer	Bob Gardner
Wellbeing and Health Scrutiny	Bill Chapman	Ben Carasco
PLANNING AND REGULATORY COMMITTEE		
	Tim Hall	Keith Taylor
AUDIT & GOVERNANCE COMMITTEE		
	Stuart Selleck	Denis Fuller

PEOPLE, PERFORMANCE & DEVELOPMENT COMMITTEE
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	David Hodge	Peter Martin
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SURREY PENSION FUND BOARD

	Denise Le Gal	Alan Young
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LOCAL COMMITTEES

DISTRICT	CHAIRMAN	VICE-CHAIRMAN
Elmbridge	Margaret Hicks	Mike Bennison
Epsom & Ewell	Eber Kington	John Beckett
Guildford	Keith Taylor	Borough to Appoint
Mole Valley	Tim Hall	Clare Curran
Reigate & Banstead	Dorothy Ross-Tomlin	Barbara Thomson
Runnymede	Yvonna Lay	Mary Angell
Spelthorne	Denise Saliagopoulos	Tim Evans
Surrey Heath	David Ivison	Chris Pitt
Tandridge	Nick Skellett	Michael Sydney
Waverley	Pat Frost	Victoria Young

Woking Joint Committee	Liz Bowes	Borough to appoint
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40/15 MEMBERS' QUESTION TIME [Item 16]

Notice of 3 questions had been received. The questions and replies are attached as Appendix E.

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

(Q1) Mrs Coleman considered that the second part of her question had not been answered and asked the Cabinet Member for Business Services to confirm that the Surrey Disability Register was a valuable tool and whether there were any plans for changes to it. The Cabinet Member confirmed that there were no plans to change how this register was

administered and that the County Council was taking proactive steps to look at whether any improvements could be made to the process.

(Q2) Mr Robert Evans said that he had put this question today because he had not received a response to his 'chase up' email, sent at the beginning of March 2015, requesting an update on any actions following agreement of his 'Fair Trade' motion in May 2014. He asked the Cabinet Member for Business Services to investigate and report back to him – she agreed to his request.

(Q3) Mr Robert Evans invited the Cabinet Member for Environment and Planning to visit Stanwell Moor to meet those residents whose bus service was under threat, as part of the Local Transport Review. The Cabinet Member agreed to this request and said that the County Council had been unable to announce any proposed changes to bus services during the pre-election period.

ADJOURNMENT

The meeting adjourned for lunch at 12.15pm and resumed at 2.00pm with all those present who had been in attendance in the morning session except for Mrs Coleman, Mrs Curran, Mr Ellwood, Mr Goodwin, Mr Hall, Mrs Lay, Mrs Moseley, Mrs Mountain, Mr Munro and Mr Selleck.

41/15 STATEMENTS BY MEMBERS [Item 17]

There was one local Member statement from Mr John Beckett concerning the Meadow Sure Start Centre. A copy is attached as Appendix F.

42/15 ORIGINAL MOTION [Item 18]

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

Under Standing Order 12.1, Mr Eber Kington moved the motion, which was:

"This Council notes that Members' Allocations are a key element of localism and an important means by which individual County Councillors are able to support local voluntary groups and valuable community initiatives.

This Council further notes that the recent cut in Member Allocations:

- was agreed without any detailed public scrutiny
- has reduced each Local Committee's Member Allocation by £35,000 and
- has led to a reduction in the both the range and amount of support Members are able to give to local good causes at a time when there is an even greater demand for assistance from the voluntary, community and faith sectors.

This Council therefore calls upon the Cabinet to review this decision and to restore Member Allocations to its 2014/2015 level.'

The motion was formally seconded by Mr Beckett.

Mr Kington said that:

- That local committees were one of this County Council's successes
- Member allocations were valued which enabled Members' to respond to individual requests for funding and therefore the reduction of each local committee Member allocation by £35,000 was disappointing
- None of the Residents Association / Independent Members had been made aware of this reduction. Also, there had been no opportunity to scrutinise this proposal
- It was the Residents Association / Independent Group's belief that the Conservative Group's priorities were wrong
- That the funding for the Leader of the Council's Community Improvement Fund remained unchanged
- All Epsom & Ewell County Councillors had spent their Member Allocation in full
- Local committees were better placed to make informed decisions in relation to local issues.
- As the proposals for devolved funding were being discussed by Central Government, he asked the Leader of the Council when these Member Allocations would be reinstated so that Members could make a difference to their residents.

Seven Members spoke, making the following points:

- That the motion was factually incorrect because the reduction related to local capital funding, as set out in the February 2015 Cabinet / Council Budget papers and this motion had resulted in a misleading story being printed in the local press
- There had been no changes to Members' allocation in the revenue budget – this had remained at £10,300 for this financial year
- Reduction in the local capital funding for the next two years had been re-directed to fund the increased number of school places required - £3.4m had already been spent in the Epsom & Ewell area, with a further £19.1m earmarked for future expenditure in this area
- That the diminished funding available for local committees to spend risked damaging the reputation of the County Council and there should be a return to the status quo
- Fund raising initiatives should be encouraged as an alternative
- Local committees now have less funding to support worthwhile causes in their areas

After the debate, the motion was put to the vote with 15 Members voting for it and 46 Members voted against it. There were no abstentions.

Therefore, the motion was lost.

43/15 REPORT OF THE CABINET [Item 19]

The Leader presented the report of the Cabinet meetings held on 10 and 24 March and 28 April 2015.

(1) Statements / Updates from Cabinet Members

There were two statements from Cabinet Members:

- (i) Mrs Angell, in relation to the overview of the Looked After Children Bursary Fund. This statement was included within the agenda papers. She highlighted key points from the statement and thanked all Members who had contributed, from their

allocations, to the fund and said that she would be asking for a similar commitment in the new council year.

- (ii) Mr Gosling tabled a statement in relation to the work of the Health and Wellbeing Board. (Appendix G)

(2) Recommendations on Policy Framework Documents

A Surrey Transport Plan – Borough / District Local Transport Strategies and Forward Programmes (Tranche 1&2)

RESOLVED:

That Tranche 1 & 2 of the Local Transport Strategies and Forward Programmes and their suggested objectives be approved for:

- Elmbridge
- Epsom and Ewell
- Mole Valley
- Reigate and Banstead
- Spelthorne
- Surrey Heath
- Tandridge
- Woking

And, that as part of the Surrey Transport Plan, the Local Transport Strategies and Forward Programmes endorsed by Cabinet, be approved by County Council.

B Youth Justice Strategic Plan 2015 – 2020

Mrs Angell presented the Youth Justice Strategic Plan 2015 – 2020 and informed Members that the refreshed Plan covered a five year period which would be refreshed annually, reflecting any changes to the national and local youth justice landscape that would impact on the strategic priorities. She highlighted them as:

- Preventing youth crime
- Reducing re-offending
- Safeguarding young people
- Protecting the public from harm

RESOLVED:

That the Youth Justice Strategic Plan for 2015 – 2020, attached as Appendix 1, to the submitted report, be approved.

C Revised Statement of Community Involvement

RESOLVED:

That the revised Statement of Community Involvement (SCI), attached as Appendix 2 to the submitted report, be approved.

(3) Reports for Information / Discussion

That the following reports were received and noted:

- Customer Promise – the Council's Commitment to delivering Excellent Service
- Quarterly Report on Decisions taken under Special Urgency Arrangements (January – March 2015)

RESOLVED:

That the report of the meetings of the Cabinet held on 10 and 24 March and 28 April 2015 be adopted.

44/15 MINUTES OF THE MEETINGS OF THE CABINET [Item 20]

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: 2.50pm]

Chairman

Her Majesty the Queen's Birthday Honours 2015

K Adrian Edwin White CBE,DL	For services to international trade and investment
CB Ms Dawn Brodrick	For services to public administration
CBE Ms Helen Margaret Mahy Mrs Lynne Gillian Owens QPM Neil Roger Sherlock	For services to business and voluntary service, particularly to the legal profession and diversity in the workplace Chief Constable, Surrey Police, for services to policing and criminal justice For public and political service
OBE Mrs Judy Susan Baker Harris Bokharri Dr Janet Carr Professor Trevor Werner Drew Mrs Dorothy Mary Holford Mrs Perdita Mary Hunt DL Nicholas John Eliot Sealy Jacob Anthony Tomkins David William Whelton	For services to cyber skills For services to young people & interfaith Senior researcher,Tizard Centre. Services to people with Down's Syndrome Lead scientist viral diseases. For services to animal health Consultant QinetiQ. Services to military aviation. Director, Watts Gallery. Services to the Arts For services to charity and the community in Surrey MD, Waterwise. For services to water efficiency MD, Philharmonia Orchestra, services to music
MBE Miss Veronica Hall Ballard Peter Richard Chapman Mrs Dorothy Alma Clarke	For services to the community in Horley For services to St Paul's cathedral and charities Services to education and the community in Surrey

Michael John Collins	Clarinettist, services to music
Dr Wendy Ewart	CEO Medical Research Council
Mrs Teresa Hardy	Border Force, Home Office
Richard Knight	For services to rowing
Ms Kate Joan Orrick	Head of DifD Libya. Services to development & humanitarian assistance
Mrs Janet Valerie Wilkinson	Services to the motor industry and charities
BEM	
Simon Robert Rudd	Services to the community in Brockham
Christopher JS Evans	Ashford Cricket Club. Services to grassroots cricket
Mrs Ruth Lesley Jubert	Chairman – Home Start Guildford
Mrs Ursula Kent	Elmbridge U3

Queen's Awards for Voluntary Service

The Queen's Award for Voluntary Service is the highest award given to volunteer groups across the UK for outstanding work done in their local communities for the benefit of others.

The annual Award – the equivalent of an MBE – was created by Her Majesty in 2002 to celebrate the Golden Jubilee of her coronation. The Awards are announced on 2 June each year. The Lord-Lieutenant or a Deputy Lieutenant visits the winning groups to present a certificate with citation signed by The Queen, together with an engraved commemorative crystal.

Below are listed the Surrey winners for 2015:

- Cherry Trees
- Cobham Conservation and Heritage Trust
- Guildford Street Angels
- Hambledon Village Shop
- Haslemere Educational Museum
- Limbcare
- SAdAS/Catalyst
- Surrey Dolphins Swimobility
- The Brigitte Trust
- The Rural Life Centre/Old Kiln Museum Trust
- The West Horsley Wheel of Care
- Holy Cross Hospital

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LEADER REPORT TO COUNCIL

SURREY COUNTY COUNCIL PROGRESS REPORT JANUARY – JULY 2015

KEY ISSUE/DECISION:

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

BACKGROUND:

1. This is the twelfth 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 inspiring case studies that 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. The Chief Executive highlights the **pressures the council faces**. There is an increasing demand for our services and communities have changing needs and expectations – at the same time the council's financial resources continue to reduce.
4. Given this context we know **we have to continue working differently and learning from our experiences** in order to keep pace with rising pressures. Based on our progress to date **I believe we can successfully navigate the significant challenges we face**.
5. To achieve this will we need to remain focussed on the **shared goals and values in our Corporate Strategy**, working as "**one team**" with our partners and residents to ensure wellbeing, strengthen economic prosperity, and improve resident experience.
6. I look forward to working with all Members over the coming months as **we continue to improve services and value for our 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.

Contact: David Hodge, Leader of the Council, Tel: 020 8541 8003

Sources/background papers:

Confident in Surrey's Future, Corporate Strategy 2015-20, report to Council, 10 February 2015

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Chief Executive's Six Month Progress Report

January – July 2015



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**. This is my twelfth report.
2. The format of the report has changed over time in response to feedback from Members and staff. The purpose of the report has also evolved. It has increasingly become a **prompt for wider discussions with Members, staff and partners** – just one part of ongoing conversations at meetings and team visits, and online through chat-zone, my blog and regular emails.
3. Most importantly it has also become a way of **sharing experiences and learning with each other**. My latest call for people to share their examples received a strong response. There are 31 inspiring stories in this report. These examples will be added to our online [Improvement Toolkit](#) which has now attracted over 30,000 views.
4. Over the following pages readers will find a **summary of my thoughts on the first six months of 2015 and the challenges that lie ahead** (Part 1: p3-10). Once again I will be using these thoughts to prompt a wider discussion over the coming weeks and months through my visits to teams and on my s-net chat zone blog.
5. I recommend that readers prioritise reviewing the **case studies from staff and service users** in this report (Part 2: p11-47). They are a wonderful testament to the quality of work done by colleagues and the difference that work makes to people's lives.
6. This report also includes **updates from the Strategic Directors overseeing our leadership networks** (Part 3: p48-51). We know we can't solve our biggest challenges working in isolation as separate services. These networks are a key part of our shared "one team" approach. The work they do over the coming months will be critical to our success.
7. Given the changing purpose and format of this report I propose that this is the final one presented formally to a Full Council meeting. I still intend to produce a report for discussion at Member seminars and staff events. And I will still publish it on the website so it is available to everyone.

Contents:

- Part 1: Overview
- Part 2: Case studies
- Part 3: Leadership Networks updates

Further detail:

- [Annual Governance Statement 2014/15](#)
- [Medium Term Financial Plan](#)
- [How we're performing web pages](#)
- [Council priorities web pages](#)
- [Surrey-i](#)

Part 1 Overview

The last six months

8. **I am always astounded by just how much happens over six months.** The first half of 2015 was no exception. For example: significant new arrangements for health and social care were implemented in April; thousands of new school places were built; our shared services partnership with East Sussex was launched; and we hosted a programme of celebrations for the 800th anniversary of the Magna Carta.
9. Alongside these selected examples we continued to fulfil a huge range of **critical daily responsibilities**, and made progress on re-designing services so they are more responsive to people's needs and achieve better value.
10. Rather than provide a detailed commentary in my words I encourage you to **understand the scale of work done since January through the words of colleagues and services users** (Part 2: p11-47). I'm immensely proud of these examples and the many others I have the privilege of regularly hearing about.
11. One of the things I often discuss with teams is the ingredients that contribute to our best work. There is no simple recipe for success, but it is clear that **where great things happen there is always a strong sense of purpose, a clear shared goal, and lots of examples of our values being put into practice**. The case studies in this report illustrate the point.
12. Jessica was able to support a child with autism and epilepsy and his family by **listening** to them and understanding their needs (p17). Tracey and her team took on the **responsibility** of finding new venues for wedding ceremonies following the fire at Clandon Park (p45). Colleagues in the Youth Support Service developed a relationship of **trust** with Gemma that helped her find a job (p28). Mutual **respect** between Julie, a foster carer, and colleagues from Children's Services helped ensure a better experience for her foster child (p19).
13. The stories in part 2 also illustrate how more and more of our work is focussed on working with partners and residents to **support individuals, families and communities to be more independent** and support themselves. Lucy's story of the support she gets from Surrey Young Carers is a fantastic example of this (p23). At the time of writing it is National Carers Week and it is humbling to be reminded of the dedication of Lucy and the thousands of other carers across Surrey.
14. Our work to support carers is critical and I was delighted to learn that **the Department of Education has selected us to be one of six national trailblazers for supporting young carers**. This recognition is well deserved and the programme gives us a chance to make further improvements over the coming months.
15. Another important aspect of supporting people to be independent is the **provision of high quality information and guidance**. I was asked about this during a discussion about my previous six month report. I'm pleased to report good progress. For example, more content is now available on [Surrey Information Point](#), our one stop website for care and support in Surrey. Since last summer over 800 records on informal local support groups and networks have been added, taking the total number of records to almost 3,500. It is proving to be a valuable resource to residents and professionals, receiving around 15,000 visits a month.

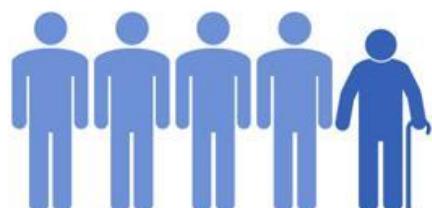
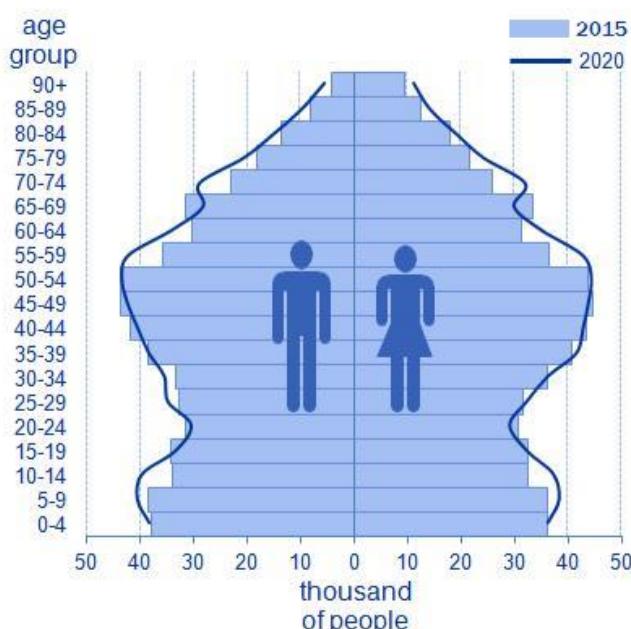
16. To make it easier for everyone to understand our purpose, shared goals and values we took the opportunity in February **refresh the Council's Corporate Strategy**. It is focussed on the most important things and sets out three key strategic goals on wellbeing, economic prosperity and resident experience. It is one page long and colleagues have told me it is much clearer. We have also started a series of events and discussions to ensure all teams get a chance to discuss our purpose, goals and values and think about how their work contributes to these.
17. In the last few weeks we have had the publication of the **Ofsted report** into a pilot inspection that was made in October and November 2014. We had invited Ofsted in because we were implementing significant changes in the way we were responding to children in need and we wanted an external assessment of how that was working. The report identifies important areas that needed to improve and colleagues have been working hard on those since last November.
18. Nationwide there continue to be very serious challenges in children's social care due to the complexity of the threats to children's wellbeing. I am encouraged by the determination and energy of colleagues to get this right and **I am confident we have a basis to make strong progress in the next six months**.

The context we work in

19. The **strategic challenges** we face have not altered significantly over recent years. But, with the passing of time their scale increases. Rather than describe these again I asked a colleague skilled in info-graphic design to present the picture of these challenges (see p5-7). I find these visualisations very powerful. We will update them as new data becomes available.
20. Following the General Election in May **the new Government's legislative programme is beginning to take shape**. There are a number of new Bills that we will need to respond to over the coming months.
21. We knew before the Election that whatever Government was returned local government would continue to be asked to manage with reduced funds. The exact size and shape of reductions is not yet clear. But by all calculations **austerity for local government is set to last into the future**, rather than reach an end in the coming years.
22. We will continue to assess the implications of further announcements over the coming months. Important work is being undertaken to **refresh our Medium Term Financial Plan** this summer so it incorporates the latest data on demand for services, and reflects the new Government's spending plans.
23. Given this context we know we are going to have to continue working differently and learning from our experiences in order to keep pace with rising pressures. This will be tough, but based on our progress to date I believe **we can successfully navigate the significant challenges we face**. In the next section I will describe the key areas of focus for the next six months.

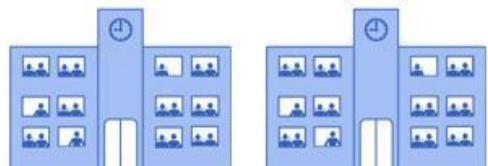
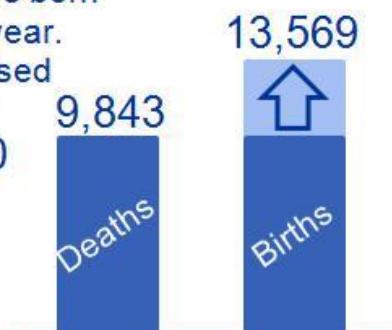
There is an increasing demand for our services, and individuals and communities have changing needs and expectations - at the same time the council's financial resources continue to reduce

Increasing demand

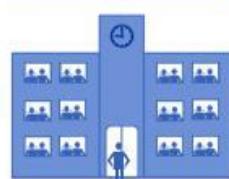


By 2020 there will be
20,000 more older people
and they will make up
1 in 5 of the population

More people are born
than die each year.
In 2013 this raised
the population
by over 3,700



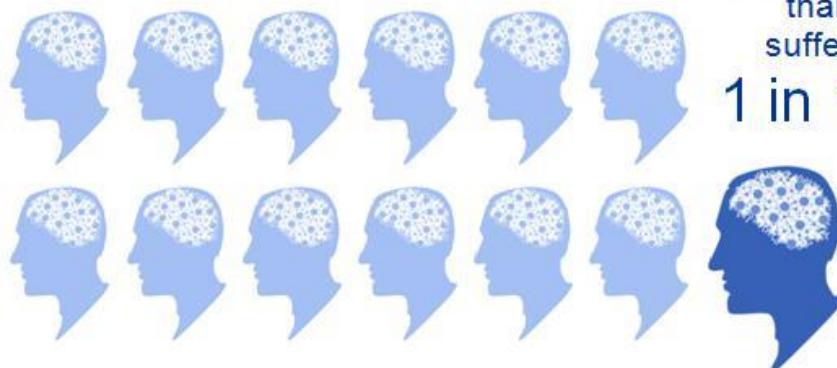
1 out of 3 schools
are full or exceed
school capacity



We need to spend
£132m
over the next
5 years to stop our
roads deteriorating

14% of the county's highway network is in poor
structural condition and in need of repair

Changing needs and expectations



By 2020 there will be more than 19,000 over 65s suffering with dementia;
1 in 13 of this age group

In the last year the proportion of Adult Social Care service users receiving self- direct support increased considerably



2.7m
transactions
online in 2013/14

Residents want to be able to access services that are responsive and match up with the best companies and organisations they deal with.

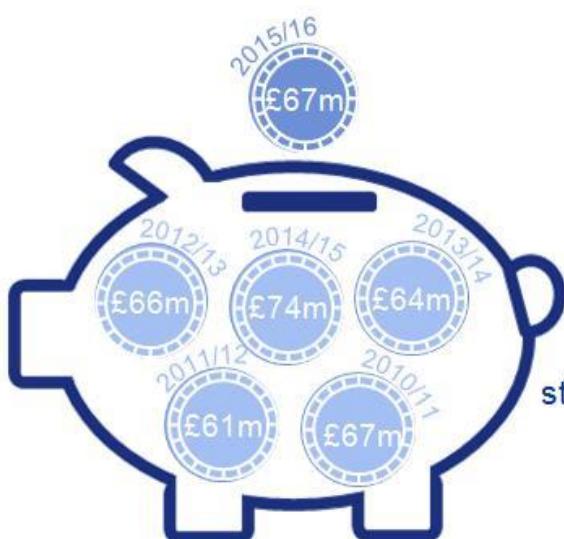
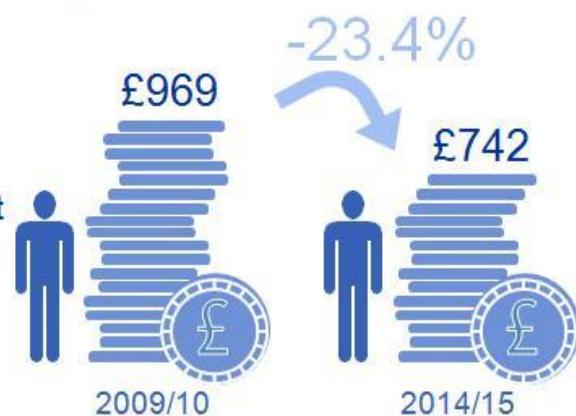
We are looking to further increase the number of transactions carried online

Financial resources continue to reduce



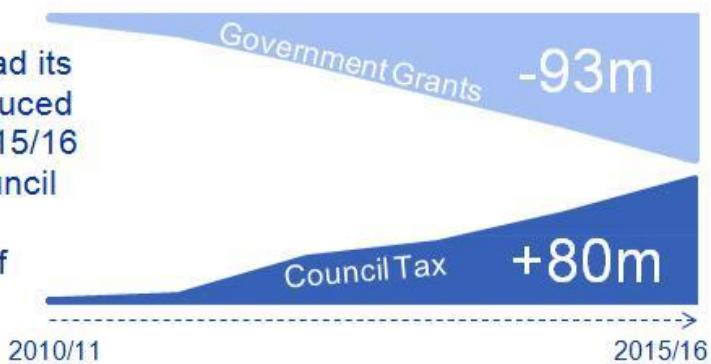
Nationally, since 2010, 40% of planned reductions in spending on public services have been realised. This means 60% of reductions are yet to be implemented

In the last 5 years local government net service spending per head has fallen by 23.4%



Surrey County Council has saved £332m over the last 5 years; still needs to save £67m this year

In Surrey, the Council has had its grants from Government reduced by £93m from 2010/11 to 2015/16 and has had an uplift in council tax equivalent to £80m. This means a shortfall of £13m



The next six months

24. There is a huge amount to get done in the next six months. There are **four key areas that require a particularly strong focus.**
 - Working with partners to improve services for children in need.
 - Releasing the full energy and potential of staff.
 - Accelerating whole systems transformation.
 - Ensuring Surrey has the powers to continue improving services for residents.
25. We will need to make strong progress on each of these in order to fulfil our obligations to residents into 2016 and beyond. **I will be paying careful attention to each of these** and I welcome the important contributions Members will also make in these areas.

Working with partners to improve services for children in need

26. Following the Ofsted inspection of our services for children in October and November 2014 **colleagues have been working flat out to make the improvements required.** Ofsted said that for children who are not in immediate danger but have difficult lives through neglect or lack of care, there was more we should be doing. We agreed and put into place action plans in response to the recommendations. Progress is being monitored by a cross-party improvement board chaired by the Deputy Leader.
27. Over the coming weeks and months we will be looking at what more we can do and we will have **a relentless focus on getting this right.** It is important to note that this is not just a task for Children's Services. Safeguarding and supporting children who need support is a responsibility for all of us, and our partners.

Releasing the full energy and potential of staff

28. Colleagues have recently done some fantastic work on our [Customer Promise](#). **We want our residents to feel they've had good service when they come into contact with us** and that starts with us treating each other in the right way and having the support and tools to do the best possible job.
29. As the examples in this report show, **the difference we can make for residents is a direct result of the commitment and skill of our staff.** It is vital that colleagues feel good about where they work, are well supported, and have the tools to be productive.
30. I'm pleased that **we have made important investments and changes to better support colleagues, but there is always more to do.** For example, we are in the midst of a major programme to upgrade our IT, but I recognise there are still day to day problems that make things very difficult. We have also massively increased the numbers of eligible staff receiving an appraisal. Now we are focussed on ensuring these conversations are supportive, impactful and increase performance.
31. 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.

Accelerating whole systems transformation

32. As I stated in my previous report there is now a strong **shared recognition among partners of the urgent task ahead**. We all know that we can only re-design services around the needs of residents and manage growing demands by working together to transform existing systems.
33. The programme of work to deliver these transformations has grown over recent months. Health and social care integration entered an important phase with the Better Care Fund plans taking effect in April. Our **Public Service Transformation** projects have developed and grown, with the Family Support Programme entering a second phase and work on Transforming Justice moving ahead positively. We stepped up work with Local Enterprise Partnerships, Districts and Borough Councils and other partners on economic growth.
34. Over the next six months we will need to further accelerate the pace of change. Our leadership networks (see part 3: p48-51) will place a crucial role in driving this work forward. And we will be putting our **refreshed IT and Digital Strategy** into action to ensure we utilise the opportunities technology brings to empower residents, improve productivity, and manage growing demands.

Ensuring Surrey has the powers to continue improving services for residents

35. The case for devolution in England is gaining momentum. It is not yet clear just how far the Cities and Local Devolution Bill will go towards loosening central control on decisions about jobs, skills, housing and infrastructure. Either way **now is the time to make a strong case to Government in the interests of Surrey's residents**.
36. In my view, devolution is about making the right decisions in the right places – **it isn't just about devolving power from Whitehall to County Hall but about empowering local communities**. We will continue to talk to partners about what this could look like and what we need to do to make it happen. Our pitch to Government will highlight our track record of working together across boundaries as “one team” to improve services and make savings.

Conclusion

37. I remain confident we can successfully navigate the significant challenges we face over the coming months and years. We have the right overarching strategy in place and we are committed to learning from our experiences – both when we get things right and when we don't. **We will need to stay true to our purpose, shared goals and values**. I think the words of Jessica, a Special Educational Needs and Disability Officer, capture the mindset and attitude we will need.

“Change and new ways of working are not easy. There were so many points in this process where it would have been easier to leave things as they were. But we have achieved a fantastic outcome through honesty, joint working and most importantly listening. Keep reminding yourself of why systems are changing and you can achieve truly wonderful results.” (see Part 2: p17)

38. 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.

Part 2

Case Studies

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Wellbeing

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- How tapping into local communities can help people stay independent, p.15
- The impact of a volunteer car scheme on the wellbeing of older people in Surrey, p.16
- Personal budgets help families to have more control over the care they receive, p.17
- Securing better outcomes for a family through early support, p.18
- Using an innovative approach to improve the lives of foster children, p.19
- Independent Visitors provide a consistent and stable presence for Surrey's looked after children,
- p.20 Horley's community pulls together to restore a childcare facility damaged by fire, p.21
- Helping families with complex needs to get ahead in life, p.22
- How the council supported Lucy Warren, a young carer, p.23
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Economic Prosperity

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Awards & Recognition p47

Wellbeing

**Everyone in Surrey has a great start
to life and can live and age well**





Meeting the social care needs of prisoners for the first time

Sarah Wimblett (pictured left), Projects Officer in Adult Social Care's Policy and Strategy team, explains how we're meeting the new requirements of the Care Act around people in prison.

Tell us about the work you've been doing with prisoners

The Care Act 2014 for the first time makes local authorities responsible for meeting the social care needs of prisoners residing within their areas in prisons and approved premises. In the past no social care provision has been offered to prisoners other than ad hoc care provided by prison staff, voluntary organisations and fellow prisoners.

Surrey County Council has five prisons (one of which, Downview, is currently closed) and the fourth highest prison population of 58 local authorities with prisons, within their boundaries. The purpose of these prisons varies from the gender of the occupants, the level of security and whether they are publicly or privately run, meaning that one size would not necessarily fit all.

Accurately predicting the future workload from these prisons is very difficult as we have had no direct access, and their populations are in a constant state of flux.

What did you do to meet this challenge?

We set up multi-agency workshops with a range of new partners to develop the knowledge and understanding between social care and prison staff. As a result we agreed for a specialist social care team to be developed for a pilot year. Their role was to assess and provide for eligible need, offer appropriate information and deliver advice and advocacy to support those with low or ineligible needs, within budgetary constraints.

We then set about wider engagement with prison staff and additionally with prisoners, attending several focus groups to discuss current issues and plans.

What was the impact of this work?

The Prison Social Care team began work from 1 April 2015 and is working hard to forge relationships, build a mutual understanding locally and ensure prisoners are being referred.

People in prison will now receive a thorough assessment of their needs and desired outcomes, advocacy, and an increased range of care and support options to meet eligible needs whilst providing information and advice to support those with low, or ineligible needs. Overall, they will receive more appropriate and consistent support than previously. Prison staff will also have an increased awareness of what social care is and how to take this into consideration within a prison environment.

What learning would you share with others dealing with a similar challenge?

The importance of partnership working, having an open mind and engaging in conversations about how we can work together towards a common goal.

How can people find out more?

Contact me at sarah.wimblett@surreycc.gov.uk or you can read [The Care Act 2014](#), (Clause 76: Prisoners and persons in approved premises etc.)

"People in prison will now receive a thorough assessment of their needs and desired outcomes and an increased range of care and support options."

**Sarah Wimblett,
Projects Officer, Adult
Social Care**



How tapping into local communities can help people stay independent

Rebecca Brooker (pictured left), a Project Manager in Adult Social Care explains how the family, friends and community approach can help deliver small changes that have a big impact on people's lives.

What is the Family, Friends and Community Support approach about?

To demonstrate how this approach works in practice, I would like to tell Jane and Brian's story. Brian really wants to care for his wife Jane now that she needs more support. He is doing really well, but as Jane and Brian do not have a washing machine, Brian uses his respite hours each week so that someone can stay with Jane while he goes to the laundrette - this isn't much of a break for him!

What help did they get?

At the review of Jane's support plan, Jane and Brian decided that it would make life easier if they had a washing machine at home. The social care practitioner supported Brian to purchase a washing machine but they needed someone to fit it. Looking around for a plumber, Brian mentioned that his neighbour was a plumber, so the practitioner went round to ask if he could help. The neighbour agreed to fit the washing machine free of charge - he wanted to help out Brian and Jane but hadn't known how.

How did these things make a difference for them?

So Brian and Jane now have a washing machine at home and this simple change has taken some of the pressure off Brian, who can now use the time he spent at the laundrette to do something more relaxing. And they've started to get to know their neighbour and his family more too, so Brian and Jane are less isolated.

What learning can we take from this story?

This is a great example of how a simple act, by a caring neighbour, can make such a big difference.

How can people find out more?

For more information on Family, Friends and Community Support, contact:

Rebecca.Brooker@surreycc.gov.uk

"This is a great example of how a simple act, by a caring neighbour, can make such a big difference."

**Rebecca Brooker,
Project Manager,
Adult Social Care**

“We need to raise awareness of over 100 voluntary car schemes that exist across the county.”

Cass Brewer, Principal Transport Officer



The impact of a volunteer car scheme on the wellbeing of older people in Surrey

Cass Brewer (pictured left), Principal Transport Officer, explains the vital role that a voluntary scheme plays in maintaining the wellbeing of older residents and the future challenges it faces.

How does your team support vulnerable adults?

All over Surrey there are people who, due to age or disability, find it difficult to get around. And public transport or family members might not be close enough to people's homes to help. For the past 30 years, Surrey residents have been meeting this gap through participating in voluntary car schemes - such as the Helping Hands scheme covering Frimley Green, Mytchett and Deepcut. This means that people needing help with transport can get to their medical appointments or a trip to the hairdresser – key elements of maintaining residents' wellbeing.

But the demand is growing – as Surrey's population ages – and the number of volunteers has reduced over recent years. There were some 4,000 volunteer drivers in Surrey around 10 years ago but this has fallen to below 3,000 now.

What is being done to meet this increase in demand?

We are working with Surrey Community Action to recruit more volunteer drivers through their Drive Into Action campaign. A key group of potential volunteers are those individuals approaching retirement or who have just retired. They are active, often own a car and are keen to help those who need help. But they want flexibility as to when they volunteer and how often as they have other commitments – for example looking after grandchildren. We need to raise awareness of over 100 voluntary car schemes that exist across the county, and the benefits that volunteering can bring to both those getting and those providing help with transport. And we need to

emphasise the flexibility of the schemes – enabling each person to volunteer hours that suit them.

What will the impact of this be?

Raising awareness takes time and we need to sustain efforts to do this. We are supporting Vicki Turton of Surrey Community Action (see www.surreyca.org.uk) in a series of events this summer and autumn to help recruit more volunteers. Our aim is to get 200 new volunteers – more would be even better!

What have you learned from your experience?

Volunteers are essential in contributing to the maintenance of the wellbeing of more vulnerable people in our communities. It is important that we don't lose sight of this and continue to encourage more people to participate in these schemes.

How can people find out more?

Contact cassandra.brewer@surreycc.gov.uk



Personal budgets help families have more control over the care they receive

Jessica Pattison (pictured left), Special Educational Needs and Disability Project Officer, talks about how she was able to help a family to develop a personalised care package for their son

What was the challenge?

I was asked to support a family in Surrey to plan and implement a Social Care Personal Budget for their nine year old son under the Children and Families Act 2014. The young man has a diagnosis of autism and epilepsy. He had been lost in the 'system' and the care package we were providing the family was not working for them. The family knew it was not working but did not feel in a position to be able to make a change. They were the first family to go through the Personal Budgets Process in Children's Social Care and we were learning together; myself as the practitioner and them as the family. We faced many logistical and practical challenges, and overcame a lot of barriers.

How did you improve relations with the family?

Communication, transparency and honesty was the key to getting it right. I built up a good relationship with the family by being realistic about the scope and limitations of personal budgets – and not pretending to know the answer if I wasn't sure!

What has changed as a result?

The family have a personal budget which suits their individual circumstances, gives them choice and control, and centres around their son. Both the child and his parents have been given a voice. His plan centres around him, what he likes and where he feels comfortable and safe.

What did you learn from the experience?

were so many points in this process where it would have been easier to leave things as they were. But we have achieved a fantastic outcome through honesty, joint working and most importantly listening. Keep reminding yourself of *why* systems are changing and you can achieve truly wonderful results.

How can people find out more?

Contact me at jessica.pattison@surreycc.gov.uk or visit <https://www.surreylocaloffer.org.uk/kb5/surrey/localoffer/home.page>.

"Change and new ways of working are not easy. Keep reminding yourself of why systems are changing."

**Jessica Pattison,
Special Educational
Needs and Disability
Project Officer**

Change and new ways of working are not easy. There



Securing better outcomes for a family through early support

Sue White (pictured left), an Early Support Coordinator from Children, Schools and Families, reflects on her experience of helping a family to get the support they needed through Early Help Assessments.

What was the challenge?

The family I worked with has a child with complex needs, and they were isolated and hard to engage with. They have many organisations supporting them, but had missed numerous appointments across all services. There was also a lack of communication between those supporting the family, and with the family themselves.

How were you able to engage with the family? Over several home visits we completed an Early Help Assessment with the family. This enabled us to begin to build a relationship with them, and identify some of the challenges and issues that they faced.

We agreed that the best plan of action was to organise a Team Around the Family meeting, due to the number of people involved. An agenda was agreed with the family that was based on the action plan at the back of the Early Help Assessment. We invited everyone involved with the family (including close family and friends) to attend the meeting, and chose a venue near to the family home to ensure the family could attend.

I chaired the meeting, and supported the people that attended to suggest possible ways to address the challenges the family were facing, and to take responsibility for these.

Following on from this, I organised a session that put the family's needs first, where we used activities with the following themes; What is working, what isn't working, and

what are their aspirations for the future. This enabled us to ensure that we were continuing to prioritise the desired outcomes for the family, and work as a team on how best to meet them.

What has this done for the family?

The family realised the benefits of working with the professionals involved as they were able to see change happening, and felt their views were being listened to. This meant many fewer cancelled appointments. The meetings ensured that the support the family was given was more efficient, as each attendee then knew what their role was, and there was no duplication of work.

What did you take from this?

I have learnt that when you listen to what families want, and work as a team, you are able to provide the most effective and efficient support.

How can people find out more?

Contact me at susan.white@surreycc.gov.uk or you can read more about the [Surrey Early Support Service](#).

"When you listen to what families want, and work as a team, you are able to provide the most effective and efficient support"

Sue White, Early Support Coordinator



Using an innovative approach to improve the lives of foster children

Christina Ketzer from Children's Services and Julie Lee, a foster carer (pictured left), explain how a new approach can change the lives of children in foster care.

Tell us about your work with foster children

During a child's transition from a foster home to adoptive parents, a foster carer has to work with various different professionals and help to manage the emotions of all involved including the foster children, their own children and themselves. Surrey foster carer, Julie Lee, had to find a way to make sure the facts about her foster child, Sophie*, were being heard and understood when she helped her through the adoption process. Julie felt she knew Sophie best and had built a relationship with her, so the challenge was making sure herself and Sophie were both strongly and equally involved.

Tell us about the role of social pedagogy

During the past two years, Surrey has participated in a nationwide social pedagogy „Head Heart Hands“ programme, allowing foster carers and staff to attend social pedagogical training and activities. It helps to give carers the confidence to speak up, take responsibility and feel empowered, shifting away from procedures and help children build positive relationships, leading to stability and better outcomes. Julie applied analytical thinking and observation to support Sophie and her adoptive parents. She advised and tuned in with the adoptive parents, working as part of the team around the child with other professionals.

How did this help Sophie?

Julie said: "Social pedagogy is not a quick fix for problems. It's more of a journey that helps people understand more about themselves - to be observant and reflective and more inventive when trying to problem solve."

"A child in my care had been severely abused in the past. With me, Sophie gradually came out of her shell and became a confident and bubbly little girl but there were still triggers that could send her back to a dark place. She was extremely scared of certain men, particularly those with dark hair or wearing hats. I got to know when she needed my support and I was scared her new adoptive parents wouldn't understand. The first time they met her, it went really well until they were leaving and her new dad took a hat out of his pocket. As soon as Sophie saw it she ran into the other room. I told him that he couldn't put the hat on and explained why.

"However, I knew he hadn't fully understood, so when they came back I explained that in my opinion when she saw a man in a hat she was actually picturing her abuser. He cried at the thought but then started asking me how they could help her. The next day it was snowing and the dad came in shivering without a hat on and I knew he had fully understood. Social pedagogy helped me to ensure that my message was heard and saved Sophie from having to go back to that dark place whilst her parents got to know her better."

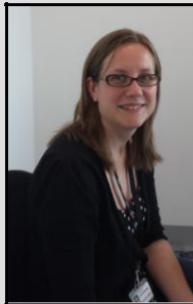
*Names are anonymised.

What did you learn from the experience?

1. How I deal with professionals. It has given me more confidence to advocate for the children and to ensure that I am fully understood.
2. How I deal with the children. To be more aware of things I might have done instinctively and to reflect on whether it actually works or whether to try something else.
3. I use it with older children by explaining some of the tools and encouraging them to use them.

"Social pedagogy is not a quick fix for problems. It's more of a journey that helps people understand more about themselves"

Julie Lee, foster carer



Independent Visitors provide stability and consistency that young people in care need

Joanne Mackintosh (pictured left), a social worker from the Independent Visitor service, highlights the difference that independent visitors make for Surrey's looked after children.

What was the challenge you faced?

Many looked after children, for various reasons, do not have a stable or consistent adult in their lives. Family contact may be inconsistent and unreliable, key professionals working with them can change and placements can break down, sometimes involving difficult location moves which may compound their experiences of loss and feelings of rejection.

How have we helped them with this?

Independent Visitors are trained and approved volunteers who we match with a young person in care. They "befriend, visit and advise" the young person. The aim is to give looked after children a consistent and stable person in their lives who is outside of the care system. As Independent Visitors have no previous connections with either the foster carers or social workers, they can act as an unbiased sounding board or give the young people a fun outing to distract them during an unsettling time in their lives.

What difference have Independent Visitors made for looked after children in Surrey?

55 young people are currently matched with volunteer independent visitors. We have many young people who say that they value the time they spend with their independent visitor as they "listen", "are just there for me" and "we have fun together".

To give an example, one young person we worked with, who had a complicated and troubled background, said that the thing he valued most about his independent visitor was

that she "never judged me", he knew that none of his background information was shared with her prior to them meeting. He asked for her to support him at his reviews and at times to advocate his wishes and feelings.

What do you take from your work with Independent Visitors?

Since I have been a part of the scheme I have been surprised at the feedback we get from the young people. When asked what they like about their independent visitor, it is always about the person; "she has a nice smile" or "we have a laugh together". This has highlighted for me how these young people value the time and interest that they get from the independent visitor above anything else.

How can people find out more?

Contact joanne.mackintosh@surreycc.gov.uk or nicola.taylor@surreycc.gov.uk.

"Many looked after children do not have a consistent adult in their lives."

**Joanne Mackintosh,
social worker**

“The impact of working together with the community, the school, the pre-school, outside agencies and Ofsted provides unexpected rewards.”

Anita and Carol,
Childcare Business
Team



Horley's community pulls together to restore a childcare facility damaged by fire

Anita Birtles, Childcare Business Manager, & Carol Savedra, Childcare Business Advisor (Early Years and childcare) (pictured left in order) share their experience

Can you give an example of the work your team does? Following a fire at Strawson Hall, Horley, in May 2015, the extended day pre-school was left without equipment, premises and 50 children without a childcare place. Many of the families were without childcare that would enable them to continue working. The challenge would be to get the pre-school up and running within 2 weeks so that parents could return to work and children's education and care would not be disrupted

How did you help get the children back into the pre-school?

The Childcare Business team supported the owners of the pre-school to work through the process of reopening. The community rallied together - a local school offered premises and a nearby church made a donation of toys to the pre-school. Surrey Early Years and Childcare Service were able to provide the pre-school with educational resources that support the Early Years Foundation stage curriculum.

The barriers to opening were then around ensuring Ofsted were able to register the pre-school at the new site - a process that can take up to 26 weeks.

Following a site visit to the new premises, we supported the owners to complete the online registration process, giving advice around the welfare requirements and being ready for their registration visit.

The local Ofsted office was contacted to fast track the registration. I had daily discussions with Ofsted to ensure that the process was progressing as quickly as possible and then contacting the provider to update them on

progress.

The application for registration went in on the Tuesday morning, the inspection took place on the Thursday afternoon, reports were submitted to Ofsted Friday morning and the registration was completed by Friday lunchtime. The pre-school could then re-open at the new premises on the following Monday morning.

Moving forward, Strawson Hall is a Surrey building and the business team along with Surrey Property Services will be working with the charity that leases the building to ensure that the new build incorporates the needs of the pre-school in the new building plans.

What was the impact?

The families and children would be able to access childcare and education without a break as this was all completed over the half term week. We safeguarded the childcare places in the Horley area which is an area of greater need. The children are able to continue their learning journey towards the learning goals at the end of the Early Years Foundation Stage and the older children attending the group will be able to ensure their preparations for going to school were not disrupted.

What did you learn from the experience?

The impact of working together with the community, the school, the pre-school, outside agencies and Ofsted provides unexpected rewards. When everyone works towards a common goal then we can achieve the desired outcome.

How can people find out more?

You can find out more about the Childcare Business Team by using the following link:
Childcare Business Team or email
Childcarebusinessadvice@surreycc.gov.uk



"Families' circumstances can change quickly, for better or worse, and it is only by close working together that appropriate support can be given."

Cerys Williams, Family Support Coordinator

Helping families with complex needs to get ahead in life

Cerys Williams (pictured left), Family Support Co-ordinator for the Surrey Family Support programme, shares her experience of helping a family in crisis.

Could you give an example of a family you have helped?

The challenge was to provide a multi-agency response to the rapidly changing needs of a family who were in the process of becoming a family again after some years of trauma and separation.

The family was made up of a single mother and three children under twelve. Mother was engaging very well with her social worker and was happy to receive any further support available.

The children had settled back down within the family home. However, their teachers had serious concerns over the children's behaviour within school and the police had been called a number of times to the home.

How did you help them?

As a Family Support Co-ordinator I was able to visit the family two to three times a week to help to embed new parenting techniques. This was supported by separate visits to the children to create opportunities for exploring their feelings of anger and frustration, which, once identified, enabled me to sign post the family to specialist support agencies to continue with this work. A multi-agency team around the family was created to meet the needs identified by the Co-ordinator and the Social worker. This involved representatives from mental health providers, school, Citizen's Advice Bureau and a domestic abuse worker.

What difference did it make to their lives?

The agencies working together meant information was shared in a useful and timely way, and this collaboration

allowed progress to be made. For instance, the school was made aware of a history of abuse and were able to change their approach to both the children and the mother.

What have you learnt from dealing with them?

Families' circumstances can change quickly, for better or for worse, and it is only by close working together that appropriate support can be given; support which can adapt as the needs change. This is important as sometimes agencies underestimate the nature and speed of change within families.

How can people find out more? Contact me on cerys.williams@reigate-banstead.gov.uk or visit the **Family Support Programme** website.



“Once you are recognised as a young carer, things become much easier. Having a support network of other people in the same situation is invaluable.”

Lucy Warren, Young Carer

How the council supported Lucy Warren, a young carer

16 year old Lucy Warren (pictured left), member of the Surrey Young Carers Forum, Surrey Young Carers shares how Surrey County Council helped her family.

Tell us about the challenges of being a young carer

I attend school in Camberley and dream of one day treading the boards in London's West End. Outside school, I care for my Mum and have been since I was very small. Mum suffers with diabetes which means her needs are complex. For example, the condition has now affected her eyesight. I love helping Mum and help her by shopping, cooking, collecting prescriptions and by providing emotional support, especially when Mum feels down. Whilst I have learned valuable skills such as decision making, organisation and budgeting, it's very time consuming; and Mum will always come first. In practice things like homework and seeing friends are delayed or put off.

How have things changed for you?

At one of her medical appointments, Mum heard about the concept of „young carers” and wondered if that applied to me. After more research, we realised that the care I provided Mum qualified me for the title young carer and from that moment on things changed. I got in touch with my school counsellor, Heidi, who in turn told me about Surrey Young Carers for support with my caring role. Being identified as a young carer has helped a lot. Beforehand, I felt quite isolated and spent a lot of time worrying about Mum while at school, rather than concentrating in class, especially if she had a hospital appointment.

What was the impact?

I joined Surrey Young Carers Forum two years ago. As an active member of the Forum, things have got a lot easier. I

have made many friends that I still see from those first meetings. Finally I met other people in the same boat as me, who I could talk through my experiences with, and I have a better social life too. It's made such a difference. I get the chance to socialise and we give each other emotional support, and group trips provide much-needed time out and for no cost - a really significant help as in many families the parent being cared for can no longer work.

What did you learn from the experience?

That once you are recognised as a young carer, things become much easier. Having a support network of other people in the same situation is invaluable. I feel supported and cared for by being part of the Forum and have been inspired to help others too as a result. I regularly help with our work to promote support for young carers. I was recently featured in Surrey Matters magazine, Spring issue, in the article „Caring for Mum” and helped with the development of Surrey County Council's public awareness campaign to identify more carers and signpost them to information and support.

How can people find out more?

With at least 14,000 „hidden” carers in the county, Surrey County Council is working hard with its partners to ensure more young carers are identified so they have access to the kind of support that has helped me. If you think you or a young person you know might be a young carer, contact Surrey Young Carers on 01483 568269 or visit surrey-youngcarers.org.uk.



"I was reminded that older people are a very large part of our community and that we often forget that they may need help and support."

Rachael Pinder,
Walton Hub volunteer

Community Hubs provide older people with practical information and access to support

Rachael Pinder (pictured left), volunteer with the Mobile Hub (and Volunteer Development Worker Jo Mather) at Whiteley Village, Walton on Thames shares her experience. Whiteley Village is the first and largest purpose-built retirement village in the UK.

What are you responsible for?

To spread awareness to the local community of what the Walton Hub and the Surrey Hubs can do to provide help, information and support. We also had a role to bring information and services to those who may not be able to come to the Hubs.

How have you spread the word about the Hubs?

We were able to set up our mobile Hub in the village shop – a very visible and central location. We had the full and active support of Whiteley Village staff and management to do this. We gave practical information and advice about support to the people we spoke to, which included information about transport and local taxi voucher scheme; referral to Healthwatch advocacy; information about accessing benefits advice; independent living equipment information and catalogues; and information about social activities in the local area that may come to Whiteley Village and provide activities there.

What difference have the mobile Hubs made?

Since January, we have received over 800 enquiries. People feel listened to and feel they had the practical information to take more control of their situation. When they learned about Walton Hub, they knew to contact us if they or a friend needed help in the future. People learnt about equipment, aids and adaptations that may help them to remain independent in their homes – some have

ordered equipment via Redhill Hub since our visit. People were keen for us to come back on a regular basis and bring some of the independent living equipment that they could see.

The mobile Hub has visited places like the Mary Frances Trust; Dorking Library; Woodhouse Centre, Oxted; Banstead Centre; Woodhatch Centre; Live Smart, Redhill; Wells Centre, Epsom; Regents House, Horley; Bookham Community Hub; Longmead Centre, Epsom; Douglas Brunton Centre, Caterham; Tandridge Heights.

What have you gained from this?

I was reminded that older people are a very large part of our community and that we often forget that they may need more help and support to keep them independent. The people we spoke to appeared very happy to be listened to, and grateful that there is somewhere they could come to for information and support. I thought the Mobile Hub was about promoting the existing Hubs, and learnt that it is an extension of the Hubs and that we can help people with their enquires by going to them rather than them having to find out about and come to us. Complex or confidential enquiries can be referred back to the Hub Walton for further research or a private telephone call later on. The people we spoke to were happy to be getting some answers and did not mind waiting for us to get back to them at a convenient time or to post information to them.

How can people find out more?

There are now nine information Hubs in Surrey. Visit www.thesurreyhubs.org.uk for more details.



"Our work was supported by an impressive total of nearly 11,600 volunteer hours."

**Debbie Hescott,
Business
Development Officer**

Volunteers help to preserve Surrey's beautiful countryside

Debbie Hescott (pictured left) from the Surrey Countryside Partnerships Team illustrates how volunteers are helping enhance the service being delivered

What was the challenge?

To work closer with our strong, established partnerships to deliver the most cost-effective county-wide countryside management service we can offer. To support our work we identified the need to pro-actively encourage greater participation of volunteers of all ages from local communities, in particular those that are retired. Our service supports the council's „Wellbeing“ and „Resident Experience“ strategic goals; we support healthy living by providing the opportunity to exercise, learn new skills and socialise in the great outdoors; our voluntary crews work with our staff to maintain Surrey's glorious countryside for all to enjoy.

How have you been attracting more volunteers?

We collaborated with partners and used many free advertising means to promote our opportunities; we raised our profile through the council's „Explore Surrey“ campaign, plus attended many local networking and public events. We fully informed our regular volunteers about our work and plans, keeping them engaged and encouraged to continue to support us in delivering our work on the ground... in all weathers.

What has the effect of this engagement been?

Our work was supported by an impressive total of nearly 11,600 volunteer hours for this period. We welcomed new volunteers of all ages, corporate and school groups plus council staff got involved through the Employee Volunteering Scheme.

What did you learn from the experience?

It is vital to maintain a raised profile to capture every

opportunity for someone new to want to find out more and get involved. The time and effort to gain new voluntary interest must then be matched with their actual experience; all volunteers must be recognised for the essential contribution they make in helping us to continue to deliver our respected countryside service for the best value for money.

How can people find out more?

Visit the Surrey Countryside Partnerships pages within the Explore Surrey section on the Surrey County Council website. Varied programmes of practical conservation volunteering opportunities are offered by the Downlands and Lower Mole Partnerships. Email:

countrysidepartnershipsteam@surreycc.gov.uk



Volunteers of all ages contribute to the upkeep of Surrey's countryside.



How the Planning Service helped to provide over 4,000 additional school places for September 2014

Alex Sanders (pictured left), Principal Planning Officer, outlines the scale of the challenge of providing sufficient numbers of additional school places and the role of planning in this process

How is the Planning Service involved in providing additional school places?

Surrey County Council needed to provide an additional 4,100 school places for the September 2014 school intake. This involved expanding 45 schools, in some cases doubling them in size as well as providing three new primary schools. The Planning team's role was to take these proposals through the statutory planning process in order to grant planning permissions where that is possible. The challenge of this was to mitigate the impacts of that development within the local area within the required planning timescales and in time for the children going to school.

How did you solve this problem?

Planning officers consulted widely with the local community and appropriate professional bodies (e.g Sport England and the Environment Agency) and assessed the impact of each individual proposal on the local area. Solutions were developed such as building materials that matched existing buildings so that they fitted into their surroundings and providing safe road crossing points and footways where required so that children could get to school safely.

To ensure timescales were met, the team worked collaboratively with internal partners to develop the end to end process therefore enabling individual applications to be determined in time for work to commence to complete the expansions prior to September.

What was the impact?

These actions ensured that the 4,100 school places needed for the 2014 school intake were delivered on time whilst taking into account the surrounding environment as far as possible.

What did you learn from the experience?

Collaborative working and communication between the teams involved is key to ensuring that the end to end process works effectively to deliver quality school places on time.

How can people find out more?

Please contact alex.sanders@surreycc.gov.uk

"Collaborative working and communication between the teams involved is key to ensuring that the end-to-end process works effectively..."

Alex Sanders, Principal Planning Officer

Economic Prosperity

Surrey's economy remains strong and sustainable





"A lot of young people struggle with their self-esteem and confidence and work should always be done around their health and wellbeing to help develop and encourage them."

Gemma, Apprentice and Surrey resident

Supporting young people in Surrey to get on the career ladder

17 year old Gemma (pictured left) tells us about the help she received from Surrey's Youth Support Service in her efforts to find a job*

Tell us about the problems you were facing

I started working with the Youth Support Service (YSS) in May 2014 after being referred from a mental health day service. I've struggled with mental health issues including self harming, depression and anxiety, which had an impact on my attendance at school. The bullying I experienced disrupted my education generally. I dropped out of school, but I was still able take my GCSEs with lots of support.

I needed support to either get back into education or find a job as I got anxious around new environments and lacked self esteem and confidence.

How did you turn things round?

The YSS worked with me to ensure that I was well in myself and helped me prepare for college and employment. They supported me in making applications and preparing for interviews, which helped me build my self esteem and confidence.

What's changed for you?

I got a part-time job in the first five months working in a fast food restaurant. This was my first ever job and it helped me to gain experience and build confidence.

I then started babysitting for a family friend which gave me an interest in childcare and continued to build up my confidence. After 11 months, I had made some really good progress and my mental state was classified as normal with no symptoms of depression or evidence of suicidal thoughts or self harm.

I enjoyed the childcare experience so much that the YSS

helped me to look and apply for specific childcare apprenticeships and, in spite of several unsuccessful interviews, I did not give up. Two months ago I was taken on by a nursery and I am really enjoying my apprenticeship.

* Names are anonymised

What lessons do you think others working with other young people in similar situations could learn?

The importance of patience and building on hope when working with young people is very important. A lot of young people struggle with their self esteem and confidence and work should always be done around their health and wellbeing to help develop and encourage them.

How can people find out more?

Visit the **Youth Support Service's** website (<http://new.surreycc.gov.uk/people-and-community/young-surrey/help-and-advice-for-young-people/youth-support-service>).

*Name has been anonymised. Surrey County Council has permission to use the picture of the young person above and is not the person to which this case study relates.

“The University Technical College will be the first of its kind in Surrey, offering an exciting alternative to secondary school provision for young people...”

Frank Offer, Services for Young People



Developing technical and academic skills of pupils in Surrey through a new University Technical College

Frank Offer (pictured left), Head of Commissioning and Development, Services for Young People introduces Surrey's first University Technical College and explains the benefits for residents.

What was the challenge?

Surrey's economy is the fastest growing in England outside London and is the base for a number of high-profile technology employers, with many specialising in computer science and engineering. However, employers have reported problems in finding young people with the right skills and practical experience in engineering, science and technology to fill their vacancies.

How did you resolve it?

Surrey County Council formed a partnership trust with CGI, a leading global IT and business processes company, Royal Holloway University of London, Guildford College and Guildford Education Partnership. Supported by other employers and partners, together we successfully bid to build a university technical college (UTC) in Guildford that was approved by the Department for Education earlier this year.

University technical colleges (UTCs) are Government-funded schools that offer 14–18 year olds a curriculum that combines technical, practical and academic learning so that students develop the abilities and skills that industry needs.

The UTC will be the first of its kind in Surrey, offering an exciting alternative to secondary school provision for young people across the whole country and is scheduled to open in September 2017.

The UTC will provide an integrated curriculum where the

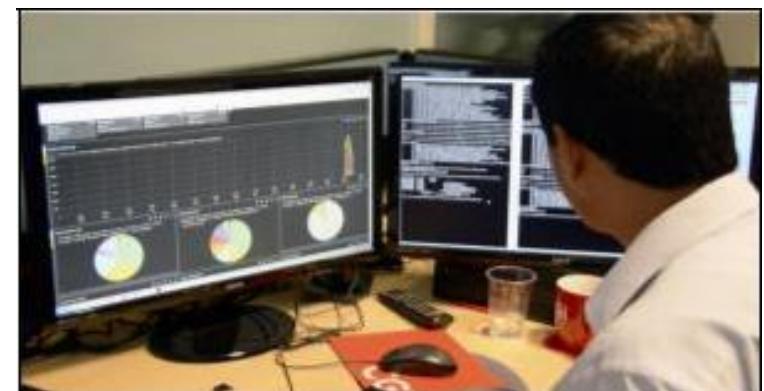
academic subjects relate to and reinforce the technical specialisms of engineering and computer science.

What are the benefits to Surrey?

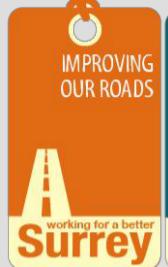
- Employers will provide mentors and work-based projects to help young people be prepared for the future world of work or further education, once they leave the UTC.
- The UTC will bring significant capital investment to the county.
- It will help bridge the skills gaps identified by local employers and help meet the need for additional school places in Surrey
- It will provide young people and their parents with additional choices for year 10 to year 12 education, where they show a passion for computer science or engineering.

How can people find out more?

Updates on the progress towards the opening of the UTC can be found online www.surreycc.gov.uk/utc or queries can be sent to utc@surreycc.gov.uk



The University Technical College will train the next generation of cyber security, computing and engineering experts in Surrey



“The funding will enable us to improve Surrey’s transport infrastructure in a variety of ways including reducing congestion and improve sustainable transport options.”

**Lyndon Mendes,
Transport Policy
Manager**

Working with Local Enterprise Partnerships to improve Surrey’s transport infrastructure

Lyndon Mendes (pictured left), Transport Policy Team Manager, talks about the funding the council has secured to make improvements in Surrey’s transport infrastructure.

Can you tell us about the process for securing transport infrastructure funding?

Government has devolved funding for transport infrastructure to Local Enterprise Partnerships [LEPs], which allocate funding through competitive bids. Surrey is covered by two LEPs and therefore has to compete with a number of other councils to obtain funding. Bids take the form of a comprehensive business case and can take in excess of a year per scheme to prepare. Successful bids have to demonstrate a high benefit to cost ratio. Bids had to be submitted in 2014, the first year for this way of funding. Owing to the General Election in 2015, all councils sought to obtain the maximum possible funding.

How have you managed to secure the maximum funding for Surrey?

In consultation with our District and Borough partners, we identified over 10 transport schemes, for which we would seek funding in 2014/15. Each LEP requires a degree of matched funding from the councils. We estimated cost of construction of roughly £43m and bid for about £33m, with £9m of matched funding. Building upon our successful bid history and the quality of our business cases, we have provisionally secured almost all the funding sought. This funding will enable us to improve Surrey’s transport infrastructure in a variety of ways, including – reducing congestion and accidents,

improving sustainable options such as walking, cycling and public transport and enhancing our resilience against flooding. These in turn will contribute to Surrey’s economic development and prosperity.

What will the impact of this funding be?

The approved schemes are to be built over the next one to four years and will deliver significant transport and economic benefits to Surrey residents. Key schemes include:

- Major improvements to the busy Runnymede Roundabout connecting the M25 with Windsor
- Regeneration of Epsom Town Centre road network
- Major improvements to the wider Camberley Road Network
- Upgrade to key drainage infrastructure in Tandridge and Mole Valley

What has been learned from this?

The scale of bids prepared in a relatively short period is a credit to the determination and belief of the team to secure this level of funding for Surrey. Support from colleagues within Surrey and partner organisations, including many businesses, was key to our success. We intend to submit bids for additional funding of up to £20m in 2016.

How can people find out more?

You can contact lyndon.mendes@surreycc.gov.uk



Improving transport infrastructure in Redhill to strengthen economic growth

Paul Fishwick (pictured left), Project Manager (Transport Policy), tells us how improvements are being made in Redhill to boost Surrey's economy.



Tell us about the challenges facing Redhill

Redhill's close proximity to Gatwick Airport and London makes it economically significant. Developer investment is constrained due to congestion and the poor state of transport infrastructure in the town centre. The railway station [with over 3.5m annual passenger journeys] is severed from the town centre and congestion makes bus journeys unreliable.

How did you resolve it?

The proposed £4.1m scheme was a series of link and junction improvements in the town centre, to reduce congestion and improve accessibility for motorists, bus users, cyclists and pedestrians alike, whilst enhancing the social and economic environment. It will unlock development sites, resulting in economic regeneration and greater employment.

Headline benefits are as follows:

Tackling congestion, improved journey time reliability, reduced journey times, reduced vehicle operating costs, increased walking and cycling, reduced severance, such as between the railway station and town centre and under Station Road railway bridge.

What was the impact?

The scheme will be a catalyst for economic growth, enabling regeneration of key sites in the town centre

and bringing new homes, retail and leisure facilities. We would like to take this opportunity to thank all the businesses and residents of Redhill for their support during this busy time.

What did you learn from the experience?

That engaging with all stakeholders is vital to ensuring success and delivering infrastructure that the area needs.

How can people find out more?

Contact paul.fishwick@surreycc.gov.uk or visit our website to learn more about transport schemes in **Reigate and Banstead**.

"The [Redhill] scheme will be a catalyst for economic growth, enabling regeneration of key sites in the town centre and bringing new homes, retail and leisure facilities."

Paul Fishwick, Project Manager (Transport Policy)



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“We have been able to remove silos of individual and short term approaches.”

Amanda Richards, Asset Planning Team Manager

Developing a 15-year strategy to enhance the quality of Surrey's roads, pavements and highway structures

Amanda Richards (pictured left), Asset Planning Team Manager, outlines how the Highways and Transport Service plan to manage the assets on Surrey's highway network over the next 15 years.

What was the challenge?

Our challenge is to develop a long term plan for maintaining all the different highway assets (roads, pavements, bridges, traffic signals etc) in a way which achieves best value, whilst ensuring the needs and priorities of all our residents and users are met.

Whilst we have good asset condition data it is stored in different formats and metrics. Part of the challenge was to bring this together under a single format to enable a direct comparison between the different asset types. The next challenge was to project the current condition of assets forward 15 years, using differing budgetary scenarios so we can assess the impact.

How did you develop the 15-year plan?

We held a number of workshops with asset owners to explain and challenge the benefits of being able to analyse assets in this way. A general template was developed to look at the impact on each asset, over a 15 year period, of increasing or decreasing the budget. The information was then consolidated and uploaded onto the “You Choose” toolkit enabling different scenarios to be run across the core assets highlighting both the budgeting pressures and service levels that could be achieved.

What difference has the “You Choose” toolkit made?

The “You Choose” toolkit enables us to consult with Members and engage in a more meaningful way, as we can ask how they would allocate the budget, taking into account the consequences that arise from their suggestions. This helps us to better understand their local priorities. With the Toolkit for the first time we are able to look and compare all of the core assets and identify future pressures to inform an outcome based strategy on the whole of the highway asset. We have been able to remove the silos of individual and short term approaches.

What did you learn from the experience?

By bringing together various asset owners from across the service we have each brought individual strengths to deliver the outcome which could not have been achieved by a single team.

How can people find out more?

Contact me at amanda.richards@surreycc.gov.uk. You can take part in the consultation using this link: <http://youchoose.esd.org.uk/SurreyCC/>



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There has been rapid growth of the Surrey Primary Authority scheme; increasing from three partnerships to over 50 in 24 months."

Philip LeShirley, Senior Trading Standards Specialist

Building partnerships with local businesses to inspire confidence that they are doing things right

Philip LeShirley (pictured left), Senior Trading Standards Specialist, explains how Primary Authority Partnerships are protecting businesses in Surrey and helping them drive economic growth.

What was the challenge?

To implement the Primary Authority Partnerships Scheme in Surrey with businesses. This scheme was set up by Government in response to businesses reporting that they were not being treated consistently by enforcement bodies in different geographical areas. Under the scheme a business can enter into a statutory partnership with one authority and the advice provided must then be respected by other authorities, meaning that the business can have confidence that they are doing things right and won't face legal challenges elsewhere.

What have you done to implement the scheme?

Using Memorandums of Understanding to define expectations Surrey County Council Trading Standards has entered into partnership with:

- Surrey Fire & Rescue
- Mole Valley District Council Environmental Health
- Woking Borough Council Environmental Health
- Surrey Heath Borough Environmental Health

This scheme enables us to effectively deliver Primary Authority Partnerships to businesses through a single point of contact for a wide range of regulatory areas. I have proactively engaged with businesses, developed processes and trained staff. Along the way I have been fortunate enough to secure some of our highest profile partnerships, including Toyota (GB) Ltd, based in Burgh Heath. A part-time secondment with one of our partners has provided me with a different, business-focussed

perspective.

What was the impact?

I have been part of the team that has seen the rapid growth of the Surrey Primary Authority scheme; increasing from three partnerships to over 50 in 24 months. For this work the team won the Better Regulation Delivery Office's Primary Authority Award for Innovation in 2014. The County Council is also nominated for Primary Authority of the Year 2015, and I have been nominated for Officer of the Year 2015, at the time of writing. The results will be announced on 18 June 2015.

What did you learn from the experience?

I have learnt that success is underpinned by understanding the importance of effective contract management and excellent customer care when working in partnership with businesses. It is vitally important to listen carefully, be creative with solutions and build successful relationships that deliver customers' needs and improve their experiences. Surreys' single point of contact approach has changed the face of Primary Authority relationships, which are complex and challenging to deliver effectively.

How can people find out more?

Contact philip.leshirley@surreycc.gov.uk or visit the website for the **business advice team**.

"By working as one team across Services and Directorates with a shared goal and support from senior officers, so much more can be achieved than working in isolation."

**Richard Parkinson,
Waste Operations
Manager**



How a one-team approach was critical to starting the Eco Park's construction

Richard Parkinson (pictured left), Waste Operations Manager, explains how he and his team overcame the challenges to starting construction of the Eco Park in Shepperton.

What have the challenges been in getting construction of the Eco Park off the ground?

In December 2009, the Council took a decision to develop an Eco Park at Charlton Lane, Shepperton as part of its strategy for managing the waste produced by Surrey residents.

The challenge was for officers from the Council's waste team to work with our contractor, SITA Surrey to negotiate a variation to the existing contract, obtain all the necessary consents and deliver a solution that remained value for money to the taxpayer and was acceptable to the Department for Environment, Food and Rural Affairs.

How did you overcome these obstacles?

During the course of the project the team encountered significant challenges. However the team were able to overcome these by employing strong project management and governance. An essential part of the strategy was to adopt a one-team approach by ensuring that Members, and senior officers from the council's waste, procurement, finance and legal functions were part of the decision making process.

What was the impact of the one-team approach?

On 19 March 2015, approval was given to SITA Surrey to commence the construction of the Eco Park. The Eco Park will become operational in 2017 and will help the county to meet its target of 70% recycling and zero landfill of municipal waste by 2020 as well as providing an additional 42 permanent jobs.

What did you learn from the experience?

Delivering a large and complex project such as the Eco Park involves Members as well as officers right across the council. By working together as one team across Services and Directorates with a shared goal and support from senior officers so much more can be achieved than working in isolation.

How can people find out more?

Contact me at richard.parkinson@surreycc.gov.uk or visit Surrey County Council's webpages on the **Eco Park project**

"There were 161 tonnes of textiles collected at community recycling centres – which is 23 tonnes more than were collected in April last year"

Sally Hunt, Waste Improvement Team Manager



Reducing landfill in Surrey by encouraging textile recycling

Sally Hunt (pictured left), Waste Improvement Team Manager, talks about the benefits of textile recycling and the campaign to increase the amount recycled in Surrey.

Why textile recycling?

To encourage residents to recycle their unwanted clothes and home textiles, because more than 10,000 tonnes of shirts, coats, towels, pairs of shoes and bags that could have been reused or recycled were thrown away in Surrey last year. If all these items were recycled, it would save £4 million a year.

How did you respond?

Working with Surrey's District and Borough councils, we created a two month communications campaign to highlight that all clothes can be recycled – even torn or tatty clothes, and home textiles or accessories that weren't good enough for a charity shop. Eye catching visuals were displayed in shopping centres and magazines, on social media and through online advertising. There were also adverts on local radio.

The campaign was supported by swishing events at local universities, offering community groups the chance to raise money by organising collections, and collections in county council offices.

What difference have these activities made?

Early feedback has highlighted an increase in the amount of clothes and textiles that were collected in April, including a 40% increase in one borough. Also, there were 161 tonnes of textiles collected at community recycling centres – which is 23 tonnes more than were collected in April last year. We're still awaiting the full campaign results.

What did you learn from the experience?

Running a survey to find out what residents were doing with their textiles before the campaign helped us target groups and messages. We established that there was confusion over what to do with items which were too old or tatty for charity shops. We targeted women under 45 as they were most likely to throw their old items away.

Working in partnership with District and Borough councils meant we were able to ensure that they were ready to collect an increased amount of clothes and home textiles during the campaign, as well as helping to communicate the campaign messages as widely as possible.

How can people find out more?

The **Recycle for Surrey website**

(<http://www.recycleforsurrey.org.uk/textiles>) has information about clothes and textiles recycling.

Alternatively, email sally.hunt@surreycc.gov.uk with any questions about the waste service, or ben.funning@surreycc.gov.uk with questions about the communications campaign.



Resident Experience

**Residents in Surrey experience public services that
are easy to use, responsive and value for money**





Fire and Ambulance services work together in new ways to help vulnerable residents

John Griffiths (pictured left), Head of Operational Support from South East Coast Ambulance Service (SECAmb) explains how Surrey's firefighters are assisting their clinicians to help save more lives.

What was the challenge?

In medical emergencies when patients are critically ill or unable to open their doors to our clinicians, we need to forcibly enter properties. Surrey Police has traditionally done this for us – as our members of staff lack the equipment and expertise to carry out the task.

As part of the Emergency Services Collaboration Programme which involves blue light services working closer together, it was identified that Surrey Fire and Rescue Service (SFRS) may be better placed to respond to these calls.

What did you and SFRS do?

We worked closely with SFRS to get this initiative off the ground relatively swiftly - SFRS already had the legal ability to force an entry, staff are already well-trained in gaining access to properties in an emergency and carries equipment on its vehicles to do so.

Firefighters also carry defibrillators and have received enhanced first aid training from SECAmb. This now means that in some medical emergencies, firefighters can help patients even before ambulance crews arrive, further improving service to the public.

What have the benefits of this joint working been?

There have been many benefits:

- Ambulance crews are receiving quicker access to patients due to the speed that fire service

resources arrive at the scene. As many of the calls involve life threatening incidents, time saved could make a huge difference to patients in very vulnerable situations. The patient is also reassured that their property is being looked after whilst they are taken to hospital.

- The initiative is allowing the police to focus on other priorities. They may previously have sent two vehicles to this type of incident with less appropriate equipment to undertake the task.
- Fire crews' expertise in gaining entry and the equipment they carry means they often cause less damage to property than previously. Fewer properties have also had to be boarded up.
- In the first 4 months of this year, SFRS was requested 210 times (an average of twice a day), attended on average in less than 8 minutes and only requested the boarding up contractor 14 times.

What did you learn from the experience?

By working closer with our emergency services partners, we can identify new and better ways of working.

How can people find out more?

Visit <http://www.surreycc.gov.uk/workingtogether>

"By working closer with our emergency services partners, we can identify new and better ways of working."

John Griffiths, South East Coast Ambulance Service

“By ensuring you all have a common goal from the start, putting the victim first, and being open minded, agreement can be reached to ensure the best outcome for Surrey residents.”

Louise Gibbins,
Community Safety
Officer



Employing different methods to help tackle anti-social behaviour in communities

Louise Gibbins (pictured left), Community Safety Officer, describes a partnership initiative that has strengthened the support available to repeat and vulnerable victims of anti-social behaviour.

What was the challenge you faced?

The Anti Social Behaviour Crime & Policing Act 2014 introduced a whole range of new tools and powers to tackle anti social behaviour (ASB), including the Community Trigger. The Community Trigger gives victims and communities the right to request a review of their anti social behaviour complaints and brings agencies together to take a joined up approach to find a solution. The responsibility for implementing the Community Trigger lies with the 11 district and borough based Community Safety Partnership in Surrey, which meant there could potentially be 11 different processes developed, leading to an inconsistent response for Surrey residents, and confusion amongst Surrey wide agencies such as Surrey Police and Surrey County Council and large social housing providers that cover multiple boroughs.

How did you respond?

By working with a multi agency group to develop a proposal for a Surrey-wide process for the Community Trigger, ensuring a consistent and effective response for all Surrey residents. After much negotiation the proposal was agreed and followed up by a programme of joint training on the new ASB tools and powers for the wide range of agencies involved in responding to and preventing incidents of ASB across Surrey.

How will this work help support vulnerable people?

The ASB Crime & Policing Act puts victims at the heart of any response to ASB. In Surrey we have agreed that when initial assessment of a Community Trigger

takes place, local Community Safety Partnerships will consider the harm that is being caused to the victim and whether they may be vulnerable. There could be occasions when a Community Trigger does not meet the defined threshold, but due to the nature of the ASB and the potential for harm to be caused, dealing with the issue under the Community Trigger process is still the most appropriate response. Victims that are considered vulnerable will be allocated a single point of contact and offered additional support if needed.

What did you learn from your experience?

Working in partnership and achieving agreement from a wide range of partner agencies, all with differing working practices and cultures can seem like a daunting task, however, by ensuring you all have a common goal from the start, putting the victim first, and being open minded and listening to and valuing all opinions, agreement can be reached to ensure the best outcome for Surrey residents.

How can people find out more?

Please contact me at: louise.gibbins@surreycc.gov.uk or visit our webpages on **tackling anti-social behaviour** (<http://new.surreycc.gov.uk/people-and-community/emergency-planning-and-community-safety/community-safety/anti-social-behaviour>).



“Personal advisors did a good job, it’s just the young people felt the process did not fit them.”

Zoe de Haes, Change Manager

Technology helps Surrey staff deliver better outcomes for care leavers

Zoe de Haes (pictured left), Change Manager, shares how the Council is using mobile technology to support young people leaving care

How were young people previously being supported?

Pathway Planning is the process a young person goes through when leaving care. Last summer Shift Surrey spent time with care leavers and those working with them

- we interviewed personal advisors (PA), shadowed pathway planning meetings and worked closely with the Care Council.

The research we did (above) showed PAs do a good job it's just the young people feel the process does not fit them. Paper forms were hard to navigate and update over time. Personal Advisors used paper forms because they did not have the right tools - mobile devices, software or apps to communicate with young people on the go.

What have you done to improve young people’s experience of pathway planning?

Firstly we tested an app called MOMO. In April 2013, six Surrey young people had contributed to developing, testing and shaping this app to prepare for a meeting, change something, or sort a problem. We've been working with Sixteen25 (who develop MOMO) to develop a new part of the app, specially designed to be used for pathway planning. It can be used instead of the paper form, easily updated, and sent to a personal advisor.

We're also promoting websites such as „The Site”, and apps such as „Motimator”, „Stepfinder”, and „Unstuck”. All of these provide advice and help solving problems, all of which supports young people setting and achieving pathway planning goals.

Have Personal Advisors now got the right tools?

Yes. All PAs have an iPad, with mobile internet. During Pathway Planning meetings they have been able to look up information which the young people need and work together on applications (for example, for university or housing). They have been able to show young people apps (like those listed above), and the young person can then download them on their phone to use themselves. When a PA cannot meet a young person face-to-face, they have been able to communicate using software like FaceTime to video call a young person.

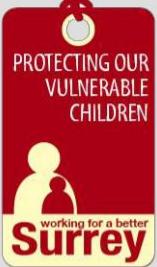
In between meetings, PAs can update case notes, as well as checking e-mails and calendar updates on the go.

How can people find out more?

For more information contact zoe.dehaes@surreycc.gov.uk or, even better, give some of the apps a go yourself by downloading them from the App Store or Google Play. MOMO can also be tried online at <https://app.mindofmyown.org.uk/#/>.



Team of Personal Advisors who will use iPads to support care leavers



“By demonstrating genuine belief and leadership in what we are trying to achieve and supporting each other along the way, then there are significant benefits to be gained.”

**Sarah Goodman,
Community Partnership
and Committee Officer**

Strengthening local democracy in Woking to drive better outcomes for the area's young people

Sarah Goodman (pictured left), Community Partnership and Committee Officer, explains an innovative approach to strengthening local democracy in Woking.

What was the challenge you faced?

To look at how outcomes and value for money could be improved for residents and businesses in Woking by strengthening local democracy and improving partnership working.

How did you respond?

Woking Joint Committee was established by Surrey County Council and Woking Borough Council to reduce duplication in governance arrangements, to simplify and speed up local decision making, and provide a platform on which future joint arrangements can be co-ordinated. The Joint Committee has enabled all functions and budgets delegated to it by both authorities to be jointly decided upon for the benefit of Woking residents and businesses.

How will this work benefit Woking's residents?

To give an example, one area of work which comes under the remit of the Joint Committee is young people. The Committee has approved an Integrated Youth Strategy for Woking, which will ensure that all organisations and agencies that are involved in youth activity across the borough can come together under a holistic umbrella to plan, commission and deliver an integrated borough-wide youth offer, which will address the following local priorities:

- Improving young people's emotional wellbeing and mental health

- Reducing risky behaviour – substance misuse, smoking, anti-social behaviour and improving sexual health
- Meeting the needs of young people that require additional support in their transition from adolescence to adulthood
- Improving young people's experience of the local transport system – cost and safety
- Ensuring that facilities are accessible to young people and fit for purpose

What did you learn from your experience? The success of the Integrated Youth Strategy is dependent on the cultural attitude and behaviour of all parties to truly work together on a joint basis to deliver shared outcomes. By demonstrating genuine belief and leadership in what we are trying to achieve and supporting each other along the way then there are significant benefits to be gained.

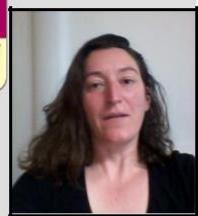
How can people find out more?

Please email sarah.goodman@surreycc.gov.uk



“Viewing communities as a key partner is also fundamental, as an empowered community is best placed...to plan for and mitigate local risk.”

**Elizabeth Fowler,
Community
Resilience Officer**



Empowering communities to increase their resilience against flooding

Liz Fowler (pictured left), Community Resilience Officer from the Community Partnerships Team describes a partnership initiative that has strengthened the support available to communities vulnerable to flooding.

Can you tell us what you've been working on?

The resilience of many communities was tested to the limit by the flooding events of winter 2013/14 in Surrey, when approximately 1,700 properties were flooded internally together with 379 roads. Communities expressed a wish to be better informed, and to be more active in prevention and resilience work following this major incident. As a result nearly 100 flood and resilience action groups were identified across the county as of April 2015. The challenge was to provide consistent support throughout Surrey, and clear messaging to residents across all the agencies to improve resilience against flooding.

How did you respond?

We worked through a multi agency group to develop a proposal for a Surrey-wide process for the engagement and support of community groups, to build on and share existing good practice. This brought together all the main agencies in Surrey working to prevent flooding and to minimise the impact where it is unavoidable. This group

share information to bring local knowledge into contingency planning and mitigation of risk.

How will this help communities become more resilient to flooding?

Those in the community who are most vulnerable also suffer most in any incident which might affect their local area and home. By working with communities, those most at risk can be supported locally by, for example, developing local volunteer support networks around warning and informing of known risk such as from flood alerts, and provision of services such as help with installing flood defences and sand bags where the resident wishes such help to be given. This can minimise disruption and uncertainty for the vulnerable in the community, and help maintain independence as well as developing wider community support and links. This approach has already proved successful in many communities. Their experiences can help develop groups in other areas by offering peer support and best practice sharing.

What did you learn from your experience?

Partnership working across agencies is key to deliver this work, avoiding duplication and best use of resource. Viewing communities as a key partner is also fundamental, as an empowered community is best placed and able to identify and use its own resources to plan for and mitigate local risk efficiently, as well as providing vital information to aid and support agency responses, allowing best, most efficient use of

included the council, Surrey Fire and Rescue Service, the resource through the preparation, response and recovery Environment Agency, all 11 Boroughs and Districts, utility stages of any incident providers and community groups. It was agreed that a joint approach will enable the best possible resident

experience to those who are concerned about or suffer flooding and giving residents a single point of contact to receive in the simplest way. We supported communities to develop their own local resilience plans against flooding or other risks arising in the community, and to

How can people find out more?

Please contact me at: elizabeth.fowler@surreycc.gov.uk



“Over 1,700 properties were flooded and over £27 million worth of damage was caused.”

Doug Hill, Strategic Network Resilience Manager

Working with partners to deliver schemes to mitigate future flooding

Doug Hill (pictured left), Strategic Network Resilience Manager, shares how the Council has responded to the flooding in the winter of 2013/14 and the work being done to protect Surrey residents in future.

What was the challenge?

In the winter of 2013/14, Surrey was hit by the most severe flooding it had experienced for a number of years. Approximately 1,700 properties were flooded, and over £27million worth of damage was caused. Residents were forced out of their homes and businesses forced to close. Although much of the recovery work has been completed, there is still a lot to do in order to better protect Surrey's infrastructure from flooding in the future.

How have you acted to improve flood protections?

Members and officers have been working hard to lobby and secure funding from central government, Boroughs and Districts and local businesses that will directly benefit Surrey residents in the form of Flood Alleviation Schemes.

What has the impact of this work been?

So far a total fund of £18.6million has been secured for the development of flood alleviation schemes in Surrey. These will be delivered by working in partnership with the Environment Agency and District & Borough Councils, amongst others. The River Thames Scheme will also benefit many residents in the county. A number of schemes are currently under construction and when the six year programme is completed, up to 10,500 homes could be better protected from flooding.

What have you learnt from this?

That working in partnership and listening to the feedback from others opens up opportunities that can benefit as many residents possible.

How can people find out more?

Please contact me at doug.hill@surreycc.gov.uk



“By planning well in advance and consulting as widely as possible, challenging obstacles can be overcome”

Bava Sathan, Flood and Water Services Manager

Preparing for new responsibilities to better manage Surrey's drainage systems

Bava Sathan (pictured left), Flood and Water Services Manager, tells us how he worked with partners to prepare for the Council's new responsibility as statutory consultee for surface water management.

What was the issue that needed resolving?

As of 15 April 2015, the council became a statutory consultee for surface water management issues on all new major developments. Specifically, this includes advising developers on the implementation of Sustainable Drainage Systems (SuDS). The new responsibility brought with it a number of financial and resource burdens on the council, and officers had to find a way to manage this.

How have we been able to manage this new responsibility?

County officers met with Surrey's Boroughs and Districts, held workshops and gave presentations to share ideas and establish a process for managing the new responsibility. Officers also sought formal Member approval for their proposals.

What happened as a result of this?

By engaging proactively with those affected by the changes, officers were able to establish a process that met the needs of all parties – County, Districts and Boroughs, residents and developers. As a result, the council was able to fulfil its new responsibility of being a statutory consultee on SuDS effectively from day one.

What did you learn from the experience?

That by planning well in advance and consulting as widely as possible, challenging obstacles can be overcome.

How can people find out more?

Please contact Bava Sathan, Flood and Water Services Manager at bava.sathan@surreycc.gov.uk



"The benefits of having an emergency plan that is well rehearsed was one of the key factors as to how well the fire service and the National Trust worked together to retrieve so many items."

Eddie Roberts, Fire and Rescue Service

How partners responded to the Clandon Park fire

Area Commander Eddie Roberts from Surrey Fire and Rescue Service (pictured left) explains how Surrey Fire and Rescue Service working with the National Trust and other emergency services partners, dealt with a significant fire at Clandon Park in April 2015.

Can you tell us what happened at Clandon Park?

Clandon Park is an 18th-century Palladian mansion in West Clandon, just outside of Guildford. It has been a National Trust property since 1956 and is a Grade I listed building.

At 16:08hrs on Wednesday 29 April 2015, Surrey Fire and Rescue Service was called to a basement fire at Clandon Park. Our first fire engine from Guildford arrived on scene in just over 8 minutes from being alerted and crews were confronted by a fire that was spreading through the building and had already reached the first floor. The nature of the buildings' construction and subsequent modifications over the centuries often allows fire to spread rapidly through hidden voids and gaps which made tackling the fire very difficult.

Who was involved?

At the height of the fire, we had 16 fire engines, four Water Carriers, two Aerial Ladder Platforms, High Volume Pumping Equipment, and a Unimog. We also called on the Police helicopter to obtain aerial footage too.

From the start the National Trust set about salvaging items which had already been identified through their emergency planning. This involved calling in their volunteers and the Royal Palaces who then worked alongside fire crews to carry historically important items out of the house, all the time that firefighting operations were happening.

Given that it was such a significant incident for Surrey we asked also for specialist assistance from West Sussex, Hampshire and London Fire Services to support our firefighting operations.

What was the impact?

We were able to slow the rate at which the fire spread long enough to salvage a significant amount of furniture, paintings and historically important pieces from the house. This included almost all of the items from the Left Wing ground and first floor.

Whilst the majority of the Queens Regiment Museum was damaged, firefighters were able to save four regimental colour flags of historical importance just before the floor collapsed.

What did you learn from the experience?

The benefits of having an emergency plan that is well rehearsed was one of the key factors as to how well the fire service and the National Trust worked together to retrieve so many items. Without that the loss would have been greater. The Service is also grateful to its staff, other fire and rescue services, the National Trust, Surrey Police, South East Coast Ambulance Service, National Police Air Service, The Plymouth Brethren, Surrey County Council and Guildford Borough Council, whose joint efforts and professionalism ensured this significant incident was dealt with efficiently, effectively and safely by all working together as one dedicated and motivated team.

How can people find out more?

Please contact Area Commander Eddie Roberts Mobile 07968834490 or eddie.roberts@surreycc.gov.uk or visit <http://www.nationaltrust.org.uk/clandon-park/>

“My whole team pulled together to resolve this crisis for the couples involved.”

Tracey Fottrell,
Registration Service



How the Registration Service helped residents following the Clandon Park fire

Tracey Fottrell (pictured left), Registration Service, reflects on the work the Registration Service did to help couples go ahead with their weddings on their preferred date following the Clandon Park fire in April 2015

What was the challenge you were trying to resolve?

We heard that Clandon Park House was on fire late in the afternoon of Wednesday 29 April, and we knew that we had couples that we were due to marry there that weekend. The minimum notice period required for a wedding ceremony at any given venue is 28 days but an application can be made for the notice period to be reduced in exceptional circumstances. We needed to work quickly if these weddings were going to go ahead.

How did you help these couples?

Registration staff, working with registration colleagues in Kingston and Wandsworth, contacted the couples due to be married at Clandon Park House on Friday and Saturday by 8am on the Thursday morning to explain the process to give fresh notices of marriage and apply for a waiver of the notice period, enabling them to get married at an alternative venue on the same date. Venues in Surrey who didn't have weddings that weekend contacted the team, and they were able to pass on those details to the couples. The staff continued to work tirelessly over the next few days to support 25 other couples who had also booked ceremonies at the fire-ravaged mansion in 2015, and who now needed to make alternative arrangements.

Were the couples able to get married on their preferred date?

The waivers were granted by the General Register Office and the weddings went ahead that weekend in alternative venues on the days the couples had originally intended. All the other couples due to be married in 2015 have now found alternative venues. The Registration team were

gratefully thanked by many of the individuals involved and were even mentioned in one wedding speech thanking everyone who had made it possible for them to be married on the day of their choice. One of the venues also contacted the team to say “Thank you for all you have done behind the scenes to make it happen for these couples.”

What did you learn from the experience?

My whole team pulled together to resolve this crisis for the couples involved. We quickly pulled together a folder listing all the couples and the contact/action that had been taken to support them which was coordinated by one named person so that we could offer the best possible customer service to the distressed couples.

How can people find out more?

Each year, the Registration and Nationality Service registers approximately 20,000 births, 11,500 deaths, takes 9,000 notices of marriage and conducts 3,750 ceremonies, not to mention producing over 120,000 certificates and conducting 2,100 British citizenship ceremonies.

Contact Tracey Fottrell on 01737 224008, email on tracey.fottrell@surreycc.gov.uk or please visit our website (<http://new.surreycc.gov.uk/people-and-community/>) if you would like to book a ceremony in Surrey or would like further information about the services we offer.



"The Better Care Fund means putting people at the centre of the care and support system"

Jean Boddy, Area Director for Farnham and Surrey Heath, Adult Social Care



Developing a health and care system designed around people

Jean Boddy (pictured left), Adult Social Care describes how, with our partners in health services, Surrey's Better Care Fund is one way in which the Council aims to help more people stay and home and maintain their independence.

What is the Better Care Fund?

The Better Care Fund is a national approach to joining up health and social care services. It means putting people at the centre of the care and support system with access to local community-based services seven days a week. It aims to enable people to stay at home and/or return home from hospital sooner by maximising their independence and wellbeing through a preventative approach.

What is the challenge to putting this in place?

Surrey is one of the most complex health and social care systems in the country with one county council, six Clinical Commissioning Groups (CCGs) and 11 borough and district councils. Added to this there is a growing population of frail elderly residents across Surrey with an increasing number of people being diagnosed with dementia and an increase in over 65s being admitted to hospital as a result of falls.

How is this being resolved?

The Surrey Heath locality team in the council's Adult Social Care service is working with the Surrey Heath CCG, Virgin Healthcare and Surrey and Borders Partnership NHS Foundation Trust in the implementation of their plan under the Better Care Fund (BCF). In Surrey Heath the initial focus of the BCF programme is supporting people over 65 who are at risk of hospital admission, their carers and families. Consequently three integrated care teams made up of health, social care and mental health professionals have been established, based in GP practices spanning Surrey Heath. The teams are working together to respond to people's needs in a holistic

way to plan their care and prevent unnecessary admissions to hospital. Supporting this model of integrated working will be a Single Point of Access (SPA) staffed by representatives from health, social care and the voluntary sector. The SPA will receive, prioritise and allocate referrals to ensure that there will be a co-ordinated approach to supporting people.

What will the impact be?

The local health integrated teams have been operational since April 2015 and the SPA is due to go live in June 2015. However there are already some examples of how the integrated care teams are delivering outcomes for local people in Surrey Heath. One such example is an 87 year old lady with dementia who is being looked after by her 66 year old daughter who has an enduring mental health illness. The lady had been admitted to hospital three times in four months, however, the family had been reluctant to accept home based support. The daughter was being supported by the Community Mental Health Team (CMHT) and the mum was being supported by the Community Matron. Following a discussion the Community Matron and the Community Psychiatric Nurse planned a joint visit to discuss options for the family to prevent further admissions to hospital and to reduce the level of pressure on the daughter. Following this visit the family accepted a package of care and ongoing support from the professionals involved. Since then, the mum has not had any more falls, has put on weight and has had no further admissions to hospital. The daughter also reported having improvements in her mental health and now attends the local wellbeing centre and has access to carers' support.

How can people find out more?

Contact Jean Boddy, Area Director for Farnham & Surrey Heath, Adult Social Care, Surrey County Council at jean.boddy@surreycc.gov.uk. You can also visit: <http://www.healthysurrey.org.uk/>

- The council was named an „Open Data Champion“ by Cabinet Office Minister Francis Maude in March for its digital approach. He named Surrey as one of 16 champions nationally at an event looking at the role of the „local authority of the future“. Openly published data can be used to create applications that provide better public services, boost the economy and help people with day to day tasks. Millions of [facts and figures](#) are published on the [Surrey-i website](#) developed by the county council on behalf of a range of county public services.
- An employee of the Youth Support Service has been awarded an MBE to honour her for giving young offenders a second chance. Ellie Paterson, who has been working in the service for nearly 30 years, was recognised for helping young offenders make amends for their crimes by taking part in community projects or making peace with their victim.
- The Travel SMART team won the Highly Commended award in the category of Sustainable Travel and Transport at Monday's Sustainable Cities awards at London's Mansion House. The award was specifically won for the Travel SMART community funding scheme, which provided funding to non-commercial organisations for projects which either promote sustainable transport or help people into jobs in some of Surrey's most deprived wards.

- Customer Services has recently attained the „Customer Service Excellence“ award. The assessor noted that the contact centre ensures a good customer experience by listening to customers and understanding their needs, and that the culture within the centre fully supports getting service right for customers.
- The Finance Service also attained the „Customer Service Excellence“ award – the first Finance department in the country to do so.
- The council's Customer Services Training Team won an award at the UK Employee Experience Awards for Learning & Development. The award was for our new customer service training programme which has been designed to help staff see things from the customer's perspective. The training provides practical skills and techniques, based upon an understanding of emotional intelligence, which can be used to build relationships and increase customer confidence. This training has been delivered by the Customer Services Training Team to around 500 staff across the council and beyond.
- The Business Operations team (formerly known as Shared Services) has been selected as a finalist at the Municipal Journal Awards 2015 for demonstrating excellence in community engagement. Amongst other things, the award recognises improved customer service and close partnership working with stakeholders.

Part 3

Leadership Networks

Making improvements day-to-day

Yvonne Rees, Chair of the Continual Improvement and Productivity Network, talks about the network and its plans.

Can you explain what the network is for?

The Continuous Improvement and Productivity Network is responsible for ensuring that the Council delivers to the highest standard for our residents. It does this by identifying areas for improvement, developing and refining current policy and practice to bring about greater productivity within the day-to-day running of the organisation.



Who sits on the network? Can anyone join?

The network is made up of key staff from across the Council's different services - but is open to all. Working together, we share knowledge, experience and learning to solve problems and enable one another to deliver improvements. Many of the issues we tackle build on the great work already being undertaken by you in your teams, which we can then apply more widely. We always welcome input from anyone who has an idea or something they want to share – so give me a call.

How can I feed into what the network is doing?

You can contact either myself or Andrew Spragg (andrew.spragg@surreycc.gov.uk), who supports the network.

What have you achieved since you were set up?

<p>We guided development of the new corporate strategy</p> <p>Confident in Surrey's future: Corporate Strategy 2015-20</p> 	<p>We've made it easier for residents to see how we're performing</p> <p>The network has implemented a new performance monitoring tool. This will demonstrate how the Council is performing alongside its corporate strategy, and improve public accountability.</p>	<p>We are strengthening customer service across the Council</p> <p>The network launched the new Customer Promise. This has given services a framework for their customer service standards, bringing improvements to the resident experience.</p>
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What do you plan to achieve by the end of 2015/16?

We have recently reorganised the network into three sub-groups in order to ensure the right people have the right conversations. These are: customer/resident experience, people and skills, and 'what's going on?' (performance monitoring). The network also feeds into the Medium Term Financial Plan Strategic Planning Group, to help link our continuous improvement activity to financial planning for the future.

The network's objectives for 2015/16 are:

- To understand our progress towards the goals in the Corporate Strategy 2015-20;
- To commission work and projects to improve performance and productivity; and
- To increase the Council's overall capacity to improve and be more productive.

Developing tomorrow's council

Julie Fisher, Chair of the New Models of Delivery Network, talks about the network and its plans.

Can you explain what the network is for?

The New Models of Delivery Network is about making sure we are developing tomorrow's council to perform to the highest standards for Surrey's residents. It provides a forum where issues that cut across services can be discussed and challenged so we are able to identify and implement the more significant transformative changes needed.



Who sits on the network? Can anyone join?

The network is made up of a core number of senior officers who represent the range of services the Council provides as well as a range of different skills and perspectives. Depending on the topic, other officers are invited to join who may have particular knowledge or expertise that will help the network. If you are interested in being involved in the network, then please get in touch via the NMOD Network email address (nmodnetwork@surreycc.gov.uk).

How can I feed into what the network is doing?

The easiest way to feed into the network is via the NMOD Network email address or by commenting on the [NMOD Blog](#) (via chatzone). After every network session, we post an update and/ or video onto the blog to keep you informed and would welcome your thoughts so please get involved!

What have you achieved since you were set up?

<p>We have worked with the Cabinet to develop Design Principles for any new model</p> <p>Summary of the Cabinet design principles These principles were agreed by Cabinet at a workshop held in November 2014.</p> <p>The diagram consists of a grid of 12 boxes, each containing a principle. The columns are labeled: One place, one budget; Integrated delivery; User experience; Add value; Make it simple; Clear customer benefit; Minimise all resources used; Keep it simple; Reduce failure; Get it right first time; Future proof; and Make use of technology. The rows are labeled: Maximise all resources used; Keep it simple; Add value; Clear customer benefit; Reduce failure; Get it right first time; Future proof; and Make use of technology.</p>	<p>We have joined forces on council-wide initiatives</p> <p>The network supported colleagues to develop a sustainable model for family support. It has also focussed on Family, Friends & Community Support; Passenger Transport; Disabilities and Libraries, identifying ways in which cross-service teams can work together for better outcomes.</p>	<p>We have shared new approaches</p> <p>The network has looked at how we can challenge our thinking and recognise the opportunities digital provides. Surrey Choices ran a session outlining their customer-focussed approach, whilst Surrey's Fostering Service shared how they have transformed the experience of foster carers and helped to manage demand.</p>
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What do you plan to achieve by the end of 2015/16?

1. Drive forward our person-centred planning approach for 0-25 year olds
2. Lead on developing and implementing the Council's accommodation with care and support strategy, helping residents to live independently.
3. Continue to work with services to maximise digital opportunities and drive the transformation needed to manage demand, respond to changing expectations, and support better experiences and outcomes for residents.

Securing a more prosperous Surrey

Trevor Pugh, Chair of the Prosperous Places Network, talks about the network and its plans.

Can you explain what the network is for?

To give focus to our collective efforts to promote sustainable growth across Surrey through places that function well and as a result support the well being of residents.

Who sits on the network? Can anyone join?

We have involved a wide cross section of people from across the county council including environment and infrastructure, economic growth, social care, health, community and cultural services, regulatory services and property. Yvonne Rees is also involved wearing her Mole Valley hat as well as her SCC one. I expect that we will be looking at membership again later in the year but I'm happy to hear from anyone who would like to be involved.



What have you achieved since you were set up?

Our initial focus has been on understanding how well we work with each of our districts and boroughs and their priorities, primarily for physical change in their areas. So we have been running a series of stock take sessions with their senior teams. We are intending to take the results to Surrey Chief Executives collectively to agree some principles which we can follow up with practical measures in each area.

We are just about to start some broader discussions with groups of boroughs and districts on their aspirations for change in their areas that will promote better functioning of places across Surrey.

We have also started to look in detail at the variety of interventions that we can bring to bear in specific places, starting with Leatherhead and Dorking, to help improve community wellbeing. I see this as being particularly important for all of the networks and I expect that we will be working increasingly closely on it with both the New Models of Delivery and Improvement networks.

What do you plan to achieve by the end of 2015/16?

- We will have established enhanced working relationships with each of the boroughs and districts which may involve joint teams and enhanced governance arrangements
- We will have developed a much better view of the priority interventions that are needed across Surrey over the next 5 years and have made the case for investment in them to the Local Enterprise Partnerships and others bodies
- We will have a much better articulated and understood view about the relationship between place and wider well being outcomes for residents so that we are thinking in a more coherent way about commissioning for relevant services; better designed public spaces and buildings, enhanced capacity within communities and different use of buildings
- We will have a better developed approach towards how we make best use of our property holdings for promoting economic growth, better services and a commercial return.

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SURREY COUNTY COUNCIL

TUESDAY 14 JULY 2015

**QUESTIONS TO BE ASKED UNDER THE PROVISIONS
OF STANDING ORDER 10.1**

**MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND
RESIDENT EXPERIENCE**

(1) MR MICHAEL SYDNEY (LINGFIELD) TO ASK:

In 2010, the Chief Executive attended a meeting of the Surrey Hills Wood Fuel Summit at Cranleigh School. At the end of the meeting I, as Chairman, asked the Chief Executive for his comments on what he had heard and what had been discussed.

In the course of a very encouraging response, the Chief Executive stated that from then on "wood fuel would be the default heating element of any new building project undertaken by Surrey County Council, providing there was no business case which prevented this.

I would like to ask:

1. How many new buildings has the County commissioned and completed in the intervening period?
2. How many of these buildings have wood fuel as their heat source?
3. If the number in the answer to question 2 is less than the number in the answer to question 1, what were the business cases which prevented the use of wood fuel?
4. Why in the eight school planning applications currently being considered by the SCC Planning Department on behalf of the County are there no heating installations using wood as the fuel?

Reply:

The responses are in the same order as the questions:

1. There were 4 new buildings:
 - High Ashurst - Main build 2010
 - High Ashurst - Further accommodation block 2011
 - Trinity Oaks - New 1 Form of Entry School, Horley 2014
 - Guildford - New Fire Station 2015
2. High Ashurst - Main build 2010
High Ashurst - Further accommodation block 2011
3. That on completion of the business case analysis there is not a value for money benefit due to a number of site specific challenges. Biomass is not a requirement of the DFE's baseline standards.

Trinity Oaks

- The capital funding by the DFE does not provide for the significantly higher capital cost of Biomass installations, where the revenue benefit is to the school and not SCC.
- This site was severely restricted in terms of fuel storage and access.

Guildford - New Fire Station 2015

- This site was severely restricted in terms of fuel storage and access, which negated the ability to install a Biomass system storage and access.
4. Firstly all applications / proposals are considered based against a business case before a decision is made.

There are in fact 14 applications being considered these are as follows:

- **2 new schools:** The capital funding by the DFE does not provide for the significantly higher capital cost of Biomass installations, where the revenue benefit is to the school and not SCC.
- **4 building extensions:** Two are Academy and Voluntary Aided Schools. In all instances the existing gas installation is being extended and therefore it is not cost effective to install Biomass.
- **6 Small modular units:** All with their own modest self contained heating systems.
- **2 Temporary modular units:** Planning applications to become permanent and all have their own modest self contained heating systems.

MR DAVID HODGE, LEADER OF THE COUNCIL

(2) MR DAVID IVISON (HEATHERSIDE & PARKSIDE) TO ASK:

In congratulating the Leader on his election as Conservative Group Leader of the Local Government Association (LGA), will he use his new position (along with the supportive Labour Councillors) to assist our national Conservative Government to speedily approve the unanimous and unequivocal recommendations of the Airport Commission to maintain the international important hub status of Heathrow Airport with the construction of a third runway?

While recognising the overwhelming support for a third runway at Heathrow from British business, international airlines, UK regional airports a significant number of supporters in both the Gatwick and Heathrow areas - and even support from the Labour Party, will we as Surrey County Council now have the early opportunity, as primary economic and employment beneficiaries of the long-overdue Airport Commission proposals, be given an early debate to revise our present equivocal position 'on the fence' and vote to support our Conservative Government in their decision-making later in the year?

Such endorsement by us of the recommended Heathrow option will not only assist the Government (at long last) to make a decision, it will also enable us to concentrate and focus on our long-held reservations over infrastructure and environmental concerns related to the expansion proposals.

Can the Leader indicate an early date for our debate on this vital issue and his undertaking to promote this project with his LGA colleagues?

This long-awaited decision is vital to our County, our Region and our Nation.

Reply:

I welcome the publication of the Airports Commission final report.

The Commission has set out a package of measures which it considers will address the environmental and community impacts of its recommended option for expansion at Heathrow.

We welcome the additional jobs and economic growth that airport expansion could bring to Surrey residents and businesses.

However, many important issues remain unanswered.

We do not know whether the Government will accept all the recommendations set out by the Airports Commission. For example, a ban on scheduled night flights and the introduction of predictable periods of respite.

What does the Airports Commission mean by southern access to Heathrow?

How will surface access improvements on local roads and rail links be funded?

So in my view the position that the Council adopted in July 2013 remains the right position. Expansion at either Heathrow or Gatwick requires the environmental and surface access issues involved to be satisfactorily addressed

Before backing expansion at Heathrow, the county council needs to be fully satisfied that the infrastructure is in place to make the airport work properly and that everything has been done to mitigate the impact of expansion on local communities.

I am already lobbying Government and the aviation industry, including in my new role as Conservative Group Leader of the Local Government Association, to ensure that these issues are addressed.

I hope that the Government will move as quickly as possible to respond to the recommendations, to end the uncertainty for Surrey communities.

The Government has said that it will respond to the Commission's recommendations before the end of the year. In my view, that is the point at which it would make most sense for this council to hold a further debate on the issue.

MR JOHN FUREY, CABINET MEMBER FOR HIGHWAYS, TRANSPORT AND FLOODING

(3) MR DAVID GOODWIN (GUILDFORD SOUTH WEST) TO ASK:

According to the Chief Executive's progress report, 14% of Surrey's highway network is in poor condition and is in need of repair.

After 3 years of investing in the resurfacing of Surrey's roads which has resulted in 3 % improvement from 17% to 14 % amounting to a 1% improvement per year. What plans

are there to continue the road resurfacing programme beyond 2017 when Operation Horizon ends and to speed up the rate of improvement?

Reply:

We are responsible for 4,800kms of roads and the network is always deteriorating. The 14% condition relates to 2014/15 after nearly two years of Operation Horizon. We originally forecast that the Horizon programme would provide an annual improvement in the condition of the network of 1%, although this can be impacted by severe weather or other unexpected events. The higher % improvement actually achieved is due to the acceleration of the programme in the first two years.

Under the Horizon programme, we now have one of the best condition road networks in the South East. Looking forwards, the critical consideration given when determining investment in the network is the outcomes it provides against the Council's priorities, which needs to include all of our assets, including footways, structures and drainage as well as carriageways. We will be carrying out an extensive consultation with Members later in the year on our Asset Management Strategy, and this will be used to help us determine future budgets and the Capital programme beyond 2017.

MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND RESIDENT EXPERIENCE

(4) MR WILL FORSTER (WOKING SOUTH) TO ASK:

Please can the Council confirm how much money it spends printing and posting committee papers, meeting invites and other documentation to Councillors?

Reply:

The bulk of the printing for Councillors, including committee papers, is carried out by the central Reprographics team at County Hall, and the charge to Democratic Services for the 2014 calendar year was £42,225. This figure includes the cost of printing for Democratic Services which is not directly related to the work of Members, as well as the cost of committee papers circulated to officers involved in meetings, but these costs are not separated out. However, there will be additional Councillor-related printing costs incurred as a result of local printing by Democratic Services and by Councillors at home, as well as printing by other services through Reprographics or locally, but these costs are also not recorded or monitored.

The charge to Democratic Services for printing in Reprographics in 2014 was significantly higher than the previous year as a result of an overall increase in the number of copies and, particularly, an increase in the number of colour copies. The figure fluctuates annually as a result of the number of meetings held and also the nature of the reports presented. Democratic Services has sought to reduce the number of paper copies produced by restricting distribution lists and by improving accessibility to electronic versions and providing Councillors with iPads. There is also a drive to ensure that the reports themselves are shorter and only have necessary attachments, and that colour copying is avoided whenever possible.

All post to Councillors is sent out via Members' Reception, but the cost of this is not recorded separately within the Council's overall postage costs. To give an indication, the cost of sending the agenda for today's meeting by first class post was £2.02, so the cost of sending it to all 81 Councillors would be £163.62. However, the reality is that a

proportion of these agenda would have been collected in person by Councillors already at County Hall, so those postage costs would not have been incurred.

Members' Reception seeks to keep postage costs to a minimum by only sending post to Councillors once a week, unless requested to send documents immediately (for example copies of agenda). They will also hold on to post where the Councillor is expected to be coming to County Hall the following day. Therefore Councillors can play an important part in keeping postage costs to a minimum by ensuring that they call to Members' Reception each time they arrive at and leave County Hall.'

LINDA KEMENY, CABINET MEMBER FOR SCHOOLS, SKILLS AND EDUCATIONAL ACHIEVEMENT

(5) MRS HAZEL WATSON (DORKING HILLS) TO ASK:

Last year the Leader of the Council announced an additional £2m for Children's Services. Can a breakdown be provided showing how this additional funding has been spent?

If the funding has not been spent, can a breakdown be provided showing how the funding will be spent?

Reply:

Team	Post	Total FTE	Total Budget (£000)
Area Teams (Referral, Assessment and Intervention Service)	Senior Family Support Worker	16	480
Administration (Area Teams)	Senior Team Administrator	8	217
Administration (Safeguarding)	Senior Team Administrator	2	54
Care Services (Placement Team)	Placement Officer	1	36
Care Services (Leaving Care Team)	Assistant Team Manager	1	48
Total Allocated		28	835

The £2m will be spent by Children's Services over two years, with £1m being spent in each year. The funding will be spent on additional staffing, with each post being filled for two years. Recruitment is currently underway.

The Referral, Assessment and Intervention Service (RAIS) in each of the four areas will each have four additional Senior Family Support Workers, and there will be additional capacity added to the Administration Teams to support the increasing workload being seen in the Area Teams and the Safeguarding Unit.

In addition, two posts will be added in Countywide Services - a further Placement Officer in the Placement Team and a further Assistant Team Manager in the Care Leaver's Team.

The total annual cost of these additional staff is £835,000.

The remaining funding will be used to cover the post of the Independent Principal Social Worker and Social Work Reform Manager both of whom have key roles to play in driving forward the practice improvement agenda. Additional monies will be used to address and enhance support required to improve work flow and business process and/or further capacity within the RAIS to address additional tasks and a significant increase in caseloads. Ongoing review of the RAIS capacity and structure will form part of the formal improvement process. This will therefore ensure future review and inform realignment of resources, if necessary.

MS DENISE LE GAL, CABINET MEMBER FOR BUSINESS SERVICES AND RESIDENT EXPERIENCE

(6) MR JOHN ORRICK (CATERHAM HILL) TO ASK:

What action does Surrey County Council (SCC) take when Japanese Knotweed is reported on its land, especially along the edges of roads?

What action does SCC take when it is reported on any Right of Way that is not in its ownership?

Given that there is no statutory requirement for landowners to remove these plants from their property but it is an offence to allow them to spread to adjacent land, how does SCC prevent this pernicious weed from spreading?

Reply:

The County Council has processes to ensure Japanese Knotweed (and any other poisonous weeds) are dealt with in the most appropriate manner. These differ slightly between the highway, Rights of Way and Estates to reflect the nature and usage of the land.

In ten out of the eleven Surrey Districts, agreements are in place with the District Councils to deal with highway land weed control on our behalf. Tandridge District Council are the exception having chosen not to work with us, hence highway weed control is managed by the County Council in this district. There is a proactive approach with all known problem areas benefiting from twice yearly preventative spray treatments. Stem injection methods of control supplement this when required. If additional reports are made to the Council, they will be investigated and treated as appropriate by either the County Council or the relevant District Council.

Rights of Way do not operate a preventative programme but will treat Japanese knotweed on a reactive basis, with an appropriate treatment, when they identify or are told of an occurrence. They will not enter adjoining private land or property to treat the weed but will notify the landowner.

Estates undertake periodic inspections of land under their control. Through this process (and reports from third parties) they will deal with and treat Knotweed accordingly.

This comprehensive approach minimises the risk of the weed spreading from County land to other areas.

MR MEL FEW, CABINET MEMBER ADULT SOCIAL CARE, WEKKBEING AND INDEPENDENCE

(7) MR DANIEL JENKINS (STAINES SOUTH & ASHFORD WEST) TO ASK:

In light of the fact that Ofsted's report into Children's Services in Surrey has been recently released finding Surrey to be inadequate in its duty of care, what assurances can be given that where a similar inspection to be taken of Adult Social Care the same finding would not be made, especially with regard to those suffering from mental health issues.

Reply:

Adult social care services are not subject to an inspection regime in the same way as Children's Services, but regulated adult social care services are monitored and inspected by the Care Quality Commission. This applies to all regulated services regardless of what type of organisation delivers them. Surrey County Council currently delivers some adult social care services which are inspected by the Care Quality Commission: Residential homes for older people, people with learning disabilities and reablement. The majority of the council's adult social care services, as with most other councils, are commissioned from external providers.

Surrey Adult Social Care has robust quality assurance processes in place to ensure that the care and support provided to Surrey residents is appropriate and of good quality. Through our partnership agreement with Surrey and Boarders Partnership NHS Foundation Trust, this includes people with mental health issues.

As part of our approach, we are proactive in seeking 'Peer Reviews', which provide independent feedback on our performance. These have included reviews by Hampshire and Buckinghamshire County Councils. Where lessons are learnt we adjust our processes accordingly. We also publish a 'Local Account' of our performance against quality standards, informed by partners and people who use services.

MR RICHARD WALSH, CABINET MEMBER FOR LOCALITIES AND COMMUNITY WELLBEING

(8) MR ROBERT EVANS (STANWELL & STANWELL MOOR) TO ASK:

With respect to the Prudential RideLondon on Sunday 2 August, what measures will be in place to allow emergency access to and from homes in roads that are closed?

Reply:

The access for the emergency services and other critical services such as health and social care workers has been a critical part of the planning for this event following on from our learning from the Olympic planning.

To ensure access for the emergency services the following arrangements have been made:

- Emergency and Local Access points have been identified across the route. The locations of these have been identified in liaison with the emergency service.
- All crews and officers from the emergency services will be briefed by their organisations and be given details of the route and Emergency and Local Access Points by the event organiser
- To manage any issues that arise during the event there will be officers from Surrey's emergency services working alongside the event organiser at the event control room on the day of the event.

These arrangements have been developed over the last 5 years where we have run this type of event. Every effort is made to ensure that all eventualities are addressed in the planning for the event, but we have built in the flexibility to the event arrangements to ensure that residents will continue to receive the normal levels of emergency response while the event is being delivered.

MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING

(9) MR JONATHAN ESSEX (REDHILL EAST) TO ASK:

The Surrey Transport Plan vision and objectives states that it aims to provide an integrated transport system that protects the environment, keeps people healthy and provides for lower carbon transport choices. This is consistent with Surrey County Council's Climate Change Strategy for the Surrey Transport Plan which has an objective to increase the proportion of travel by sustainable modes such as walking and cycling, maintain public transport patronage and increase vehicle occupancy. This is a commitment to increase the percentage of journeys in Surrey that are made by sustainable modes, including buses. However, the Surrey County Council review of bus services appears to be based on a baseline of keeping the same amount of total transport each year by bus across the county – just over 29 million passenger-km journeys each year. Please can you confirm:

- why a baseline that leads to a continual lowering of the proportion of travel in Surrey made by buses was chosen, when the overall commitment is to make travel more environmentally sustainable.
- what progress Surrey County Council is making towards meeting the Surrey County Council target of a 10% reduction in absolute [carbon] emissions by 2020 increasing to 25% reduction by 2035 on 2007 levels of 2,114,000 tonnes (1.9 tonnes per capita), and how bus travel is contributing to this reduction.

Reply:

In light of the current funding pressures faced by the Council, the Local Transport Review has been tasked to deliver a funding arrangement with partners that is more financially sustainable in the long term. There has been no baseline set in terms of lowering the proportion of travel in Surrey by bus, but to make the required savings needed from the review; this has resulted in some service compromises on routes, frequencies, days of operations and changes to timetables.

The overall result of these changes is that an average of 160 passengers could be negatively impacted; some of whom in theory could switch to some form of car

transport. However most of these passengers will still retain access to some form of local transport. Furthermore, some of the changes lead to enhancements. The review also aims to grow the commercial value of the network through investment in capital infrastructure. Both of these measures will encourage an increase in patronage.

Surrey County Council is currently exceeding its target of a 10% reduction in carbon emissions by 2020. The most recently published Department of Energy & Climate Change (DECC) data from 2013, indicates a level of 1,849,200 tonnes of carbon emissions, which represents a 12.4% reduction.

At this stage, it is difficult to quantify what contribution bus travel, or any other specific mode of transport, is making to this change. However it is widely thought that the single biggest contributory factor is the increase in vehicle fuel efficiency.

MR JOHN FUREY, CABINET MEMBER FOR HIGHWAYS, TRANSPORT AND FLOODING

**(10) MR WILL FORSTER (WOKING SOUTH) TO ASK:
2nd question**

I understand that the Greater London Authority and the Welsh Assembly have enhanced powers to take enforcement action against illegal and anti-social activities of Heavy Goods Vehicles (HGVs). Please will this Council agree to lobby Central Government for these powers?

Reply:

We are aware that the Greater London Authority and the Welsh Assembly have been handed powers to enforce lorry weight and width restrictions and issue fines to lorry drivers break the law. The Local Government Association is calling on the Government to give similar powers to councils across the country. A key consideration for the County Council is that any such additional responsibilities should not impose an additional financial burden on the authority.

LINDA KEMENY, CABINET MEMBER FOR SCHOOLS, SKILLS AND EDUCATIONAL ACHIEVEMENT

**(11) MRS HAZEL WATSON (DORKING HILLS) TO ASK:
2nd question**

The County Council introduced a number of skillcentres to improve the skills of Surrey's young people. I understand that the skillcentres have been discontinued. What was the reason for this decision and was an evaluation of the skillcentres initiative carried out and if so, what did it conclude?

Reply:

In response to Raising of the Participation Age legislation, Services for Young People has developed a number of commissions aimed at preventing young people from becoming NEET (Not in Employment, Education and Training) and encouraging their participation in education, employment and training. These commissions have been very successful, achieving a 62% reduction in NEET young people between March 2012 and March 2014 and leading to Surrey having the joint lowest NEET percentage

in England in 2013-14. Other authorities are seeking to learn from Surrey's approach, following national coverage in Local Government Association publications. The number of young people currently NEET in Surrey stands at 1.93%. Over the last three years we have supported over 1,600 Surrey young people to begin Apprenticeships through our employer grant. This, combined with other initiatives, has led to a year-on-year growth in the number of young people starting apprenticeships in Surrey over the last four years, in contrast to a trend of decline across the country overall.

The Skills Centre commission is due to end at the end of July 2015. When Education Funding Agency (EFA) funding of the programme started, from August 2013 and coinciding with the introduction of post-16 Programmes of Study, numbers began to drop off. This affected the viability of programmes. In 2013, Surrey County Council introduced the Ready for Work programme: a re-engagement programme for young people who are NEET and require additional support to prepare them for the demands of education, training and employment. Within this model, youth support officers from the Youth Support Service (YSS) deliver learning wrapped up within fun activities which allow for pastoral needs, including barriers to learning, to be addressed alongside developing the employability of young people. The more flexible Ready for Work programme is more suited to the most vulnerable young people and has attracted much higher numbers. There are currently 303 young people participating in the programme across the county.

An evaluation has been carried out for each year of the Skills Centres commission. The most recent evaluation, in May 2014, identified the following strengths, areas for development and recommendations.

Strengths

- 174 young people participated during the first phase of delivery, exceeding the overall target of 170.
- Seven of the eleven boroughs met or exceeded their engagement target.

Areas for Development

- A more flexible delivery model is needed, taking into account the need for roll-on, roll-off provision and different modes of attendance for young people according to their needs.

Recommendations

- Consider development of the Ready for Work model with providers, including using youth centres for Traineeship delivery, in recognition of the large proportion of NEET young people who aspire to enter employment.

In response to the changing context of the 14-19 policy and funding landscape, we are developing alternative solutions to meet local need. In North West Surrey, Services for Young People has a partnership in place with Brooklands College (the Skills Centre provider for one of the boroughs) which allows our staff to deliver education and training provision to young people, with funding and quality assurance provided by the College. This began with the very successful SPLASH (Surrey Partnership Learning Academy Surrey Heath) model in Surrey Heath and has now been expanded to form the LEAP (Learning, Employability and Progression) programme, covering Surrey Heath, Runnymede and Woking. In South East Surrey, a partnership is developing with East Surrey College and discussions are taking place regarding solutions for South West and North East Surrey, the latter of which currently has a European Social Fund

sub-contract to deliver re-engagement and prevention work to young people who are or are at risk of becoming NEET.

MR RICHARD WALSH, CABINET MEMBER FOR LOCALITIES AND COMMUNITY WELLBEING

(12) MR ROBERT EVANS (STANWELL & STANWELL MOOR) TO ASK:
2nd question

The Council is pressing on with the controversial plan to close two fire stations in Spelthorne and replace them with one new one. Why has it been decided that the cost of this project, which will be paid for by Surrey Council tax payers, should not be made public?

Reply:

The report contains information which is exempt from Access to Information by virtue of paragraph 3 of Schedule 12A of the Local Government act which includes commercially sensitive information to the bidding companies. As we have not yet gone to the market to tender for these works releasing this information would compromise the competitive tender exercise.

Initially the up-front project costs will be funded by the tax payer but this will then lead to a saving to the taxpayer of nearly £900,000 per annum.

MR MIKE GOODMAN, CABINET MEMBER FOR ENVIRONMENT AND PLANNING

(13) MR JONATHAN ESSEX (REDHILL EAST) TO ASK:
2nd question

Now the Airports Commission has published its report, which recommends a third runway at Heathrow, does Surrey County Council feel the Airports Commission's recommendations on addressing environmental issues go far enough?

In particular, does the Cabinet Member agree that Surrey County Council and the UK government should be taking a lead to address climate change, and that the detailed modelling produced by the Commission highlights that expansion of either Heathrow or Gatwick airports is incompatible with an environmentally sustainable future?

Reply:

Our response to the acceptability of the environmental impacts of airport expansion at either Heathrow or Gatwick is focused on those issues with immediate local impacts which require mitigation measures in place, such as surface access, local air pollution and noise. We are currently concerned that the environmental impacts of airport expansion have not been satisfactorily addressed in the Commission's report, and we will expect these issues to be properly addressed. We have held meetings with the airport authorities and a further meeting is planned with Heathrow later this month.

The County Council is taking action to reduce carbon dioxide and other Greenhouse gas emissions from its own operations and other areas within its sphere of influence, such as sustainable local transport, domestic energy efficiency and waste management. Whilst the council clearly recognises the global contribution of aviation

to levels of Greenhouse Gases, the council takes the view that a strategic national approach, led by government, is essential in deciding the acceptability of the overall expansion proposals in respect of emissions and climate change mitigation.

MR DAVID HODGE, LEADER OF THE COUNCIL

(14) MR WILL FORSTER (WOKING SOUTH) TO ASK:
3rd question

Please can the Council confirm how many Surrey families it is estimated might be impacted by the Government's proposed reduction in the benefit cap from £25,000 to £23,000?

Reply:

Thank you Mr Forster for this timely question.

The previous Coalition Government introduced a £26,000 cap on the total amount of benefits that working age people can receive. This ensured that out of work households no longer received more in benefits than the average wage for working families.

In last week's budget, the Chancellor announced that the benefit cap will be reduced to £20,000 outside London from April 2017.

Residents in receipt of Working Tax Credit, Disability Living Allowance and Personal Independence Payments are automatically excluded from the cap, as are pensioners.

We know that nationally 45% of households affected by the cap have been in London. In Surrey, the County Council and our partners, including District and Borough Councils, social housing landlords and advice bodies have taken a preventative approach to support residents to avoid the cap by providing support into employment and benefit advice.

In 2013/14, 298 households were affected by the benefit cap. Partners through the Surrey-wide welfare reform coordination group are currently compiling up to date figures in light of last week's announcement.

This Council will continue to work as One Team with our partners to support our residents affected by the Government's welfare reforms

MRS LINDA KEMENY, CABINET MEMBER FOR SCHOOLS, SKILLS AND EDUCATIONAL ACHIEVEMENT

(15) MR JONATHAN ESSEX (REDHILL EAST) TO ASK:
3rd question

On 25 June 2015, the new Social Care Services Board considered an agenda item titled, "Ofsted Briefing and Update" which sought to provide the Scrutiny Board with an overview of the findings of the Ofsted report and the timelines for the improvement plans. This included a presentation and series of questions and answers tabled at the meeting.

Please can the Council confirm whether all public (as opposed to 'in private') agenda items tabled at other Council Committees/Boards are required to be published as amended report packs (as is the case for Cabinet reports) on the council website.

In particular, following this meeting please can the Cabinet Member confirm what additional budget and how many additional full-time social workers that Surrey County Council plans to deploy to reduce expenditure on agency staff and the high workload on existing staff, which appears to be a major factor contributing towards the Ofsted report findings.

Reply:

The main response to this question is articulated in the response to question 5. In addition, it is confirmed that public agenda items tabled at Council Committees or Boards are not required to be published as amended report packs. The Council's practice is to publish these papers with the minutes of the meeting.

We are always working towards recruiting permanent staff but still have a heavy reliance on locums due to regional challenges for Qualified Social Workers.

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**OFFICER REPORT TO COUNCIL****ELECTED MEMBER DEVELOPMENT STRATEGY****KEY ISSUE/DECISION:**

To approve a revised Elected Member Development Strategy, in accordance with County Council requirements.

BACKGROUND:

1. In March 2011 and again in March 2013, the County Council approved an Elected Member Development Strategy. It was agreed that the Strategy would be reviewed every other year. Accordingly, the Member Development Steering Group (MDSG) has revised the Strategy to take account of developments in learning and development as well as the outcome of the recent Member Development Charter reassessment.
2. In addition, the MDSG has taken the opportunity to build in to the Strategy plans for the induction of the new council in 2017, as well as making reference to formalising processes for using feedback from councillors newly elected at that point to inform future activity.
3. Another significant addition to the Strategy is the introduction of a 180° feedback process for Members. This will be intended to provide a peer assessment of individual Members' development needs and will be offered to all Members, with an expectation that those in positions attracting a Special Responsibility Allowance will attend. A pilot of the process is due to start this year and the MDSG will be involved in its development and assessment of its success and suitability. Appendix A to the Strategy, the Member Development Framework, has been updated to include this process in years 2 and 3 of the Council's four year term.
4. Three appendices are usually attached to the Strategy. Only two are included here, Appendices A and C, as further consideration is needed regarding the Members' Role Profiles, which constitute Appendix B. Over the next few months the MDSG will be invited to consider the whole suite of role profiles to ensure they are comprehensive and take into account any new roles while avoiding unnecessary duplication. The generic Surrey County Councillor role profile will also be amended to include reference to the Seven Standards of Public Life. Once the role profiles have been amended and agreed by the MDSG, the Member-Officer Protocol published in the Constitution will be amended accordingly.

RECOMMENDATIONS:

It is recommended that the Elected Member Development Strategy be approved.

Lead/Contact Officer: Katie Booth
Senior Manager, Leadership and Member Support
Tel: 020 8541 7197

Sources/background papers:

Elected Member Development Strategy March 2011 and March 2013

Agenda and minutes of the Member Development Steering Group meetings
5 March 2015, 4 June 2015

SURREY COUNTY COUNCIL:

ELECTED MEMBER DEVELOPMENT STRATEGY

1 INTRODUCTION

- 1.1 Elected Members have a vital role in establishing and maintaining the strategic direction of Surrey County Council. They support the Council, by acting as Community Leaders, to embed our values and achieve our corporate priorities.
- 1.2 To support Members in their role we adopt a flexible approach to learning and development, which meets collective and individual development needs over the term of the council, taking into account each elected Member's individual learning style.
- 1.3 The purpose of this document is to set out the County Council's approach to Member development and how the approach is to be achieved.
- 1.4 This strategy was originally approved in June 2007, and subsequently revised in 2011 and 2013, in line with the County Council's commitment to reviewing it every other year. It formed an important part of the council's portfolio submission for Elected Member Development Charter status through South East Employers.
- 1.5 The aim of this elected Member Development Strategy is to provide Members with an outline of development activities open to them, which will support them in their role as a County Councillor throughout their term of office.

2 MEMBER DEVELOPMENT STEERING GROUP

- 2.1 The Member Development Steering Group (MDSG) plays a crucial role in the achievement of this strategy and was instrumental in helping the authority to achieve the Elected Member Development Charter in October 2011, and to ensure that Charter status was renewed in April 2015. The group is Member led, and includes Members from three of the county council's political groups. It is supported by the Senior Manager, Leadership and Member Support in Democratic Services, who can provide guidance on learning and development. The Democratic Services Lead Manager also attends the MDSG meetings, as well as an officer from the council's HR and Organisational Development team. While the officers are responsible for the administration of member development, the Steering Group ensures that the proposed programme of activities meets Members' needs and that events are scheduled and commissioned appropriately and effectively.
- 2.2 The terms of reference of the Steering Group are as follows:
 1. To be champions for, and promote the development of, Members.
 2. To keep the Elected Member Development Strategy relevant and up to date.
 3. To take a leading role in helping the authority to maintain the Charter for Elected Member Development and to achieve Charter Plus status.

4. To review and consider training and development needs with a view to producing comprehensive induction and ongoing training and development programmes.
- 2.3 The membership of the group is currently:
Denise Le Gal, Cabinet Member for Business Services and Resident Experience, including portfolio responsibility for member development; Margaret Hicks, Mary Lewis, John Orrick, Keith Taylor and Chris Townsend.

3 IDENTIFYING MEMBER DEVELOPMENT NEEDS

- 3.1 A variety of approaches have been piloted, and this will continue, to identify specific individual learning and development needs. A current priority for the MDSG is to develop an approach to help Members understand their personal impact and enable skills development to support individuals in their decision making, policy forming and community leadership roles. One element of this process is the opportunity for Members to receive feedback from peers. Accordingly, the Steering Group will be involved in the establishment of a 180° feedback process, which will be piloted in 2015. Cabinet Members and Associates, Board and Committee Chairmen and Vice-Chairmen will be expected to undertake this process and other councillors will also be offered the opportunity to participate at some point during the four-year term of the Council.
- 3.2 The responsibility for identifying learning and development needs rests with individual Members. In turn, the corporate centre and services should be well placed to identify needs and provide appropriate and timely training arising from, for example, the introduction of new legislation and corporate governance issues.
- 3.3 Members who wish to sit on certain committees must have undertaken the relevant training beforehand to ensure they are compliant with the legislation.
- 3.4 Democratic Services keep a record of all the learning and development activities attended by each Member. The responsibility for maintaining this record lies with the Senior Manager, Leadership and Member Support.

4 ANNUAL LEARNING AND DEVELOPMENT PROGRAMME

- 4.1 Prior to the County Council elections in 2013 the MDSG agreed a Learning and Development framework for each year of the four year Council term. The framework identifies types of learning activities that Members might expect to undertake during each year of the County Council's term and is designed to encompass:
 - Development activities to reflect the council's agreed corporate objectives
 - Development needs arising from external factors, such as legislative or other changes affecting local government and its functions
 - Development requirements identified through a PDP process
 - Suggestions from Members and officers.
- 4.2 At least one day a month is specified as a 'Member Development Day' and these dates are published in the online calendar and the Members' diary. Wherever possible, these dates will be used for training and development events and efforts will be made to avoid scheduling other Member meetings at the same time. As far as

possible the timings of learning and development activities is planned in line with Member preferences, as expressed in the Member Survey, which is carried out on a regular basis.

- 4.3 Administrative support for member development will be provided by Democratic Services. This includes co-ordination of the programme, promotion of the learning and development events, maintaining records and administering the budget. Information about learning and development events in each forthcoming three month period will be published in a monthly bulletin for Members, with the aim of allowing good notice to be given. Sufficient information about the content and planned outcomes will be advertised to enable Members to assess whether they need to attend.
- 4.4 The agreed Learning and Development Programme for the four-year term of the council is attached at Appendix A. The development activities outlined in the programme are designed to be flexible and appropriate. There are some training activities that all elected Members are expected to undertake, which are:
 - Member induction
 - Code of Conduct training
 - Committee relevant training e.g. planning legislation, induction sessions
 - Role-specific training prior to commencing certain roles, eg chairing skills
 - Scrutiny
 - Corporate Parenting.

5 MEETING MEMBER DEVELOPMENT NEEDS

- 5.1 Currently, a variety of approaches is taken to meeting Members' collective and individual development needs. Members of the Council carry out a wide range of roles, including Cabinet portfolio holder; Chairman or Vice Chairman; Members of Boards, local committees, regulatory committees; representational roles on behalf of the Council; and community leadership. In addition they need to keep up to date with the over-arching strategic challenges facing the County Council and corporate initiatives to deliver the Corporate Plan.
- 5.2 The paragraphs below set out the opportunities available to respond to each particular development need:

Role specific training: In addition to a generic role description for a Surrey County Councillor, the County Council has agreed role descriptions for the following specific positions, all of which are published within the Constitution:

- Leader of the Council
- Deputy Leader of the Council
- Chairman of the County Council
- Vice-Chairman of the County Council
- Cabinet Member
- Cabinet Associate
- Chairman of a Board
- Vice-Chairman of a Board
- Chairman of Planning and Regulatory Committee
- Vice-Chairman of Planning and Regulatory Committee
- Chairman of Audit and Governance Committee

- Vice-Chairman of Audit and Governance Committee
 - Chairman of a Local Committee
 - Vice-Chairman of a Local Committee
 - Group Spokesperson of Opposition Group
- 5.3 Over the remaining two years of this Council's term, the MDSG will refine the role profiles to avoid duplication and ensure that they exist for those roles that are discrete.
- 5.4 Role specific skills and knowledge delivered through officer support, to committees such as Planning & Regulatory Committee and Boards, will ensure that Members' needs are met. Officers and Members will continue to identify ongoing development needs, especially for new Members and when changes in regulation or in local policy are introduced.
- 5.5 Members new to the council will be offered the support of a more experienced senior officer 'buddy' to support them in their new role alongside a designated Democratic Services contact.
- 5.6 In the run up to the next County Council election in 2017, the MDSG will develop a model mentoring scheme for use by each political group to support new Members.
- 5.7 ***Training on corporate initiatives and strategies:*** A different approach is required for the development associated with corporate/whole council initiatives that benefit all Members. Keeping Members informed and up to date is one of the essential outcomes for Member development. A programme of seminars and workshops is organised throughout the year to brief and engage Members on key issues. The subject of each seminar can be determined by Member request, by a service identifying a need due to changes in legislation, or by the need to give further information regarding corporate priorities, for example. The MDSG considers the seminar programme at each of its meetings and going forward it intends to monitor the programme to ensure it meets Members needs and links the subject matter to the achievement of the county council's corporate priorities. The dates for these seminars are set at the start of the council year and are printed in the county diary to ensure Members are able to plan to attend.
- 5.8 Officers hosting these training events are encouraged to adopt an approach that enables a two-way dialogue on the council's priorities and the roles of Members within them. The series of Business Planning briefings for Members led by the Chief Executive is a good example of such an approach.
- 5.9 ***Generic skills development:*** There continues to be a need for skills development and awareness training in respect of such topics as finance, information technology, time management etc. IT skills are particularly important in order to ensure that Members are able to play a full role in modern organisations, and opportunities for IT training are offered to Members, subject to demand. Examples of IT training offered to Members include drop in sessions, 1:1 surgeries and general briefings, while top tips documents have also been produced and published to provide support on key applications to make sure Members are able to optimise use of the IT equipment supplied to them by the County Council.
- 5.10 ***Induction:*** It is essential that new Members are provided with the opportunity to take on board knowledge and skills that they need for their roles within the council as soon as possible after their election. Member induction covers key corporate

themes, initiatives and departmental overviews and introductions. This is followed by a series of key sessions spread across a number of months. New Members are also signposted to guidance published for new councillors nationally, such as the Local Government Association's Guide for New Councillors.

- 5.11 The MDSG will consider the plans for induction in the autumn preceding the election and will prepare a draft programme for agreement early in election year. The Senior Manager, Leadership and Member Support, will have responsibility for ensuring that the agreed programme is delivered.
- 5.12 In addition, pre-election events will be held aimed at informing prospective councillors about the role of a Member and the County Council's current challenges and priorities, as well as information about the support that can be offered by officers and established political groups once elected.
- 5.13 Those elected to the County Council, including returning Members and those elected at by-elections, will be provided with a 'Countyfile' containing generic information about the authority, along with specifics on their own division, designed to support them in their role. The contents will be subject to a full review by the MDSG in the year leading up to an election.
- 5.14 The success of the induction programme will be assessed by the MDSG, drawing on the results of a survey, which will be circulated to all Members in the autumn following each county council election, and one year later, through consulting those Members who were newly elected to the council. The outcome of these consultations will be reported to the MDSG and used to inform future inductions as well as the member development programme for the remainder of the council term.
- 5.15 A tailored induction programme will be provided for Members who are elected at by-elections, as those Members do not have the benefit of the full programme that follows the scheduled County Council elections.
- 5.16 At any time during their term of office, when newly appointed as a member of a particular board, committee or to the Cabinet, all county councillors should receive an induction that sets out the information they need in order to perform the role.
- 5.17 **Personal development:** As well as group or generic training, learning and development opportunities that satisfy individual needs will also be offered. It is up to each individual to take responsibility for their own development – this in itself also implies some accountability for ensuring that Members are taking personal steps to ensure that they are appropriately skilled for their particular role. This anticipates a willingness to take part in learning opportunities that are designed to meet their development needs.
- 5.18 Members are encouraged to consider different approaches to their development, including: requesting a one to one with an appropriate officer, undertaking a site visit, discussing a matter with a more experienced Member, carrying out some personal research or attending an external event. All Members should take on this responsibility and consider how they can meet their own needs, particularly in the light of their learning style preference.
- 5.19 **Individual support:** Where appropriate and where business needs allow, individual needs may be met on a 1:1 basis, for example, with computer skills or for Members with specific learning requirements.

- 5.20 All Members who are standing down at a scheduled election will be invited to complete an exit interview questionnaire in order to share their reflections on their term of office. An analysis of the responses to the exit interviews is shared with the MDSG, to agree any corrective actions and suggestions.
- 5.21 **Learning Styles:** It is important to remember that people learn in different ways. As no single approach will be suitable for all Members, a range of approaches is used. Some Members will want to get involved in practical approaches, for example site visits, while others will need the space to stand back and reflect on issues before forming a view.
- 5.22 Other development activities that can be sourced are job shadowing, coaching and networking, both at internal and external events, as well as market stall events, reading and visits. Members are entitled to attend in-house courses and have access to a suite of e-learning modules designed specifically for councillors via the training catalogue on s::net.
- 5.23 When planning events, consideration will be given to the need to accommodate the other commitments that Members have as far as possible. Alternative timings, such as early mornings, evenings and weekends will be provided if possible.
- 5.24 Opportunities will be explored to improve accessibility to training activities, for example, through the use of e-learning, webcasting and distance learning tools.
- 5.25 Where possible, the council will seek to offer training and development opportunities with other local authorities and partner organisations and provide joint training activities where appropriate.

6 EXTERNAL DEVELOPMENT ACTIVITIES

- 6.1 Information about events organised by accredited training organisations will be advertised via the monthly Learning and Development bulletin, which is circulated to Members electronically and published on the Members' Portal. Occasionally, external events may be advertised direct to specific groups of Members, where it is logical to do so. The MDSG has approved a protocol for Members' attendance on external developmental events, linking requests to personal development and corporate priorities.
- 6.2 Attendance on any external learning and development event is subject to the prior agreement of the Assistant Chief Executive in consultation with the Chairman of the MDSG. Members are expected to share their learning from these events and training materials will be published on the Members' Portal so that all Members can benefit from the activity.

7 OTHER SUPPORT

7.1 Members' Portal

Members have a designated web-based area (at <http://www.surreycc.gov.uk/news/members-portal>) where they can access information relating to their division, including forthcoming highways works, road and transport

consultations and residents' complaints. The site also links to **Surrey-i**, where Members can access corporate and community information about the county, including specific information for each division. In addition, information about Members' Allocations, and countywide news and recent publications is accessible from the site, along with useful links to other websites, maps and committee papers.

7.2 Dedicated resource area

One page of the Members' Portal is dedicated to learning and development, where Members can access information about forthcoming events as well as user guides for e-learning and associated forms.

- 7.3 Members need to be able to access the latest information quickly and easily in hard copy as well as electronically. A Member Resources Room at County Hall is stocked with key corporate documents, area information, consultation documents and training manuals. A networked PC, printer and photocopier are also provided in the room solely for Members' use

8 BUDGET FOR MEMBER LEARNING AND DEVELOPMENT

- 8.1 The central budget for Member learning and development currently sits within the overall Democratic Services budget but plans are underway to establish a stand alone Member Development budget. The current central budget meets the cost of the annual learning and development programme and is managed by the Democratic Services Lead Manager. Some associated costs are met from other service budgets, including the cost of Members attending service-based conferences and occasional other events. The MDSG has agreed a protocol for Members' attendance at learning and development events funded from the learning and development budget, as attached at Appendix C. The MDSG will work with Finance officers to shape the budget for Members' Learning and Development, and will take a view on the prioritisation of budget spend according to corporate priorities and individual Member need.

9 EVALUATING MEMBER LEARNING AND DEVELOPMENT

- 9.1 Attenders at learning and development activities held in-house are required to complete an evaluation form to establish the effectiveness of the activity and to ensure that it is fit for purpose. Evaluation has the objective of enabling improvements to be made to future provision, thereby producing increased benefits both to individual Members and to the County Council. Members attending external learning and development events are invited to submit a short briefing on the event to other members on their committee or political group to cascade the learning. In addition, they are requested to provide feedback about the event to the Senior Manager, Leadership and Member Support, to inform decisions about future attendance by other Members.
- 9.2 As set out in paragraph 5.14 above, the views of newly-elected Members will be sought after a year of service and reported to the MDSG so that ideas about additional support can be suggested and further measures and activities put in place.

10 SOUTH EAST EMPLOYERS ELECTED MEMBER DEVELOPMENT CHARTER

- 10.1 The authority was awarded Charter status in October 2011, and this was renewed in April 2015. The MDSG intends to achieve Charter Plus status before the end of 2017.
- 10.2 In order to maintain the Charter and to achieve Charter Plus status, the county council will have to robustly demonstrate:
 1. Commitment to councillor development, including evidence of Top political and managerial leadership commitment to development of elected members and a Councillor Learning and Development Policy
 2. A strategic approach to councillor development, including evidence of Individual Learning and Development Plans
 3. Evidence that learning and development is effective in building capacity, and that investment in learning and development is evaluated in terms of benefit and impact
 4. Evidence that councillors are supported, for example, conducting business to allow for equality of access to the key political decision making processes.

11 STRATEGY REVIEW

- 11.1 The needs of Councillors will evolve over time and it is important that both individual needs and the overall Elected Member Development Strategy are reviewed regularly. This will provide an opportunity to evaluate the effectiveness of recent training events as well as identify any new requirements.
- 11.2 This Strategy will also be reviewed every other year. The MDSG will take the lead on reviewing the strategy and will recommend any proposed changes it considers necessary. The Strategy will be submitted to Council for approval.

**Denise Le Gal
Cabinet Member for Business Services**

June 2015
Next review due: 2017 and every other year thereafter

Appendices:

Appendix A: Four year learning and development programme

Appendix B: Member role profiles including required skills/development (not included)

Appendix C: Protocol for Elected Member Attendance at External Courses and Conferences, and application form

Surrey County Council Members Development Framework

Year One – Induction and familiarisation	Year Two – Bedding in and drilling down	Year Three – Consolidation and forward planning	Year Four – Setting the scene for the next Council
<p>Thorough Induction Programme for new and returning members to enable them to become effective county councillors (and to update continuing members) to run from May to November, including:</p> <ul style="list-style-type: none"> • Introduction to the Council's priorities, policies, services and structures • Partner engagement, including district and borough councils, health partners, Police, SSP • Understanding how the Council works, including committee processes • Meeting key officers • Code of Conduct and key organisational issues • Chairing Skills • Local Government Finance • Overview and Scrutiny principles • Introduction to Equality & Diversity issues • Corporate Parenting • Media Skills • Public speaking skills / effective vocal skills 	<p>Further skills training and information to enable councillors to remain effective members. Priority topics identified for the year through feedback and needs analyses may include:</p> <ul style="list-style-type: none"> • Personal skills • Presentation skills • Media skills • Effective meetings • Scrutiny skills • Interview and recruitment skills • Chairmanship • Speed Reading • Successful networking • Community leadership <p>Courses, refresher sessions and briefings will be offered on topics such as Finance, committee chairing, Corporate Parenting and Equalities & Diversity.</p>	<p>Advanced skills training and information to enable councillors to remain effective members. Priority topics identified for the year through feedback and needs analyses may include:</p> <ul style="list-style-type: none"> • Personal skills • Presentation skills • Media skills • Effective meetings • Scrutiny skills • Interview and recruitment skills • Chairmanship • Speed Reading • Successful networking • Community leadership <p>Courses, refresher sessions and briefings will be offered on topics such as Finance, committee chairing, Corporate Parenting and Equalities & Diversity.</p>	<p>Advanced skills training and information to enable councillors to remain effective members. Priority topics identified for the year through feedback and needs analyses may include:</p> <ul style="list-style-type: none"> • Personal skills • Presentation skills • Media skills • Effective meetings • Scrutiny skills • Interview and recruitment skills • Chairmanship • Speed Reading • Successful networking • Community leadership <p>Courses, refresher sessions and briefings will be offered on topics such as Finance, committee chairing, Corporate Parenting and Equalities & Diversity.</p>

<ul style="list-style-type: none"> • Speed reading • Coach trip around borough for familiarisation of area and issues • Meet key local staff, including from Highways, Libraries, Children's Service, Adult Services • Visits to key Council services, eg Contact Centre • Child protection and vulnerable adults 			
<p>Overview of work and remit of each committee, followed by more detailed subject briefings for Committee members to enable them to undertake their duties</p>	<p>Briefings for Committee members to enable them to undertake their duties</p> <p>Scoping briefings for Select Committees</p> <p>Programming briefings for Select Committees</p>	<p>Briefings for Committee members to enable them to undertake their duties</p> <p>Scoping briefings for Select Committees</p> <p>Programming briefings for Select Committees</p>	<p>Briefings for Committee members to enable them to undertake their duties</p> <p>Scoping briefings for Select Committees</p> <p>Programming briefings for Select Committees</p>
<p>Chairing skills for new and returning Committee Chairmen, including specific course for Select Committee chairmen and vice-chairmen</p>	<p>Chairing skills for Committee Chairmen and Vice-Chairmen</p>	<p>Chairing skills for Committee Chairmen and Vice-Chairmen</p>	<p>Chairing skills for Committee Chairmen and Vice-Chairmen</p>
<p>Seminars on current issues:</p> <ul style="list-style-type: none"> • Changes to service provision • Major planning issues • Inspections 	<p>Seminars on current issues, eg</p> <ul style="list-style-type: none"> • Changes to service provision • Major planning issues • Inspections 	<p>Seminars on current issues, eg</p> <ul style="list-style-type: none"> • Changes to service provision • Major planning issues • Inspections 	<p>Seminars on current issues, eg</p> <ul style="list-style-type: none"> • Changes to service provision • Major planning issues • Inspections

<ul style="list-style-type: none"> • Finance and statement of accounts • Briefings from key partners including Police 	<ul style="list-style-type: none"> • Finance and statement of accounts • Briefings from key partners including Police 	<ul style="list-style-type: none"> • Finance and statement of accounts • Briefings from key partners including Police 	<ul style="list-style-type: none"> • Finance and statement of accounts • Briefings from key partners including Police
Training on new and updated legislation and on developing government policy	Training on new and updated legislation and on developing government policy	Training on new and updated legislation and on developing government policy	Training on new and updated legislation and on developing government policy
Members' Basic Skills IT training: <ul style="list-style-type: none"> • Lotus Notes and calendaring • S-Net and internet • BlackBerry • File management • Word • Keyboard skills • iPad 	Members' Basic and Improving Skills IT training	Members' Improving and Advanced IT training	Members' Advanced IT training
E-learning workbooks for Equality and diversity	Access to e-learning courses	Access to e-learning courses	Access to e-learning courses
Access to seminar presentations and handouts on Members' S-net pages	Access to seminar presentations and handouts on Members' S-net pages	Access to seminar presentations and handouts on Members' S-net pages	Access to seminar presentations and handouts on Members' S-net pages
Mentoring via political group and buddying with senior officer	Members 180° feedback process	Members 180° feedback process	Exit Survey for members who are standing down
			'How to Become a Councillor' information available

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PROTOCOL FOR ELECTED MEMBER ATTENDANCE AT EXTERNAL COURSES AND CONFERENCES

Application for external course or conference

- Any Member wishing to attend an external conference or course must complete an application form and return it to the Business Support Team in Democratic Services. The application must detail the reasons for attending the course or conference and how it will help them in their role as an elected member.
- All applications for external courses or conferences must be agreed by the Assistant Chief Executive in consultation with the Chairman of the Member Development Steering Group.
- The course/conference must have been identified within a Member's Annual Personal Development Plan or as a learning and development need for the position they hold at the county council.
- The event must be of reasonable cost according to the budget set aside for training and development for members and should be clearly linked to the county council's corporate objectives.
- The event must be offered by an accredited training body, such as the Local Government Association or Local Government Improvement and Development and, as a general point of principle, must not be organised by any political group. Any exceptions to this principle will be agreed on a case-by-case basis at the discretion of the Assistant Chief Executive in consultation with the Chairman of the Member Development Steering Group.
- A maximum of two places should be offered on any course unless specifically authorised by the Assistant Chief Executive following consultation with the Chairman of the Member Development Steering Group. If any external event attracts more than two applications for attendance, places are likely to be prioritised in order of relevance to the role of the applicant, date of submitting the application and the number of previous courses attended.
- Members are required to provide a short briefing on the event to other members on their committee or political group to cascade the learning.
- Following the event, members must complete a feedback form and return it to Legal and Democratic Services.

Travel to external course or conference

- Members may claim travel expenses for journeys undertaken in relation to any of the approved duties. Mileage allowances are paid in cases where a private vehicle is used. Where other forms of transport are used, reimbursement is related to the actual cost incurred, subject to any conditions. Where practical and economical, Members should use public transport or consider car sharing when travelling on business for the council. Members should, where possible, use a means of transport that is of the lowest cost to the council.
- For further information on entitlement to Travelling and Subsistence Allowances, please refer to the current Members' Allowances Scheme.

**Legal and Democratic Services
Member Training & Development Application Form**



Name:	
Event Title:	
Date:	
Venue:	
Cost:	

Have you been to this event before?	YES/NO <i>please delete as appropriate</i>
This event is relevant to my role as a Member and my personal development in the following way(s): 	
Attending this event will contribute to the achievement of the county council's corporate objectives as follows: 	

I undertake to attend this event. I understand that if I am unable to attend I must inform the Business Support Team, Legal and Democratic Services, Room 122. I undertake to provide feedback to Legal and Democratic Services about the event within 14 days of the end of the event.
Signed.....
Date.....

Please return this form to the Business Support Team, Legal and Democratic Services, Room 122, County Hall.

County Council Meeting – 14 July 2015

REPORT OF THE CABINET

The Cabinet met on 26 May and 23 June 2015.

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 26 May and 23 June 2015 meeting are included within the agenda at item 13. 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 13 July 2015).

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.

REPORTS FOR INFORMATION / DISCUSSION

A JOINT COMMISSIONING STRATEGY FOR SPEECH AND LANGUAGE THERAPY FOR CHILDREN AND YOUNG PEOPLE

1. A draft joint commissioning strategy for speech and language therapy services for children and young people aged 0-25 years was proposed by the Council and Surrey Clinical Commissioning Groups. The key proposals were: a new speech and language therapy service structure to support children and young people in school and an alternative approach to how the Council should procure speech and language therapy services from April 2016.
2. Speech and language therapy services for children and young people in Surrey have until now been commissioned separately by the Clinical Commissioning Groups and the Local Authority.
3. The Children and Families Act 2014, and more specifically the Special Educational Needs and Disability (SEND) Code of Practice, has provided new guidance and clarity regarding expectations about commissioning arrangements for children with special educational needs and disabilities.
4. The Council and Surrey Clinical Commissioning Groups established a therapy forum (February 2014) with provider and service user representation to further inform strategic commissioning and the shift to an outcome based model of commissioning and the following five commissioning principles were co-produced in collaboration with this group:
 - The right support at the right time
 - An open and transparent service
 - Seeing the bigger picture
 - Therapy for children and young people is everyone's business
 - An outcome focussed approach

5. The draft strategy, set out as Annex 1 to the submitted Cabinet report, proposed that the Council took on responsibilities for speech and language therapy provided in schools. This included services for which Surrey Clinical Commissioning Groups were currently responsible. However, Surrey Clinical Commissioning Groups would retain responsibility for Early Years speech and language therapy services and fund the provision of speech and language therapy for school and college aged children in relation to medical conditions.
6. In addition to the strategy and the new responsibilities for the Council to take on, it was proposed that speech and language therapy services are procured differently from April 2016. Rather than purchasing services directly from health providers, it was proposed that funding for provision in special schools and specialist centres will be devolved to schools to employ therapists directly and the service for mainstream schools to be brought in-house to Surrey County Council.

7. The Cabinet AGREED:

1. That the draft commissioning strategy and the five joint commissioning principles within the strategy be approved.
2. That, in principle, the realignment of commissioning responsibilities for the Council and Surrey Clinical Commissioning Groups be approved.
3. That the work to continue in developing a detailed costing model for a new speech and language therapy service be agreed. [At this stage it was estimated to mean an increase of £377,000 in the Council's budget, to be made available from the School's High Need Block and would be subject to Schools Forum approval in June].
4. That the new speech and language therapy service be procured through devolving funding directly to special schools and specialist centres and bringing the mainstream service in-house to the Council and this service to be fully in place from September 2016.

B THE AGREEMENT WITH SURREY WILDLIFE TRUST FOR THE MANAGEMENT OF THE COUNTY COUNCIL'S COUNTRYSIDE ESTATE

1. In 2002, Surrey County Council (SCC) signed a 50 year agreement (the Agreement) with Surrey Wildlife Trust (SWT) to manage the County Council's Countryside Estate. Land and building comprising the Estate were leased to SWT for the same period. In December 2014, following a thorough review of the effectiveness of the Agreement, Cabinet approved a set of proposed changes and since December officers have worked closely with SWT to develop a revised Agreement which will provide improvements for visitors while reducing costs, aiming at a self funding position for the Agreement by 2021.
2. The proposed variations cover the following areas:
 - Revised financial formula
 - Revised Governance arrangements
 - The Asset Management Plan
 - Performance Management

3. The Cabinet agreed:

1. That variations to the Agreement, and associated leases, relating to revised financial formula, governance arrangements, Asset Management Plan, performance management and woodland management, as described in paragraph 3-7 of the submitted report, and subject to the same variations being agreed by Surrey Wildlife Trust (SWT) Trustees in July 2015 be approved.
2. That the net contribution of Surrey County Council to the SWT Agreement be reduced to zero by 2020/2021; that the distribution of funds thereafter will be determined; and that a robust business plan be required to achieve this and be reported to Cabinet by November 2015; and that failure to implement recommendation 1 or 2 will lead to an immediate review of alternative methods of achieving value for money in the management of the Council's Countryside Estate.
3. That authority be delegated to the Strategic Director for Environment and Infrastructure, in consultation with the Cabinet Member for Environment and Planning, the Cabinet Member for Business Services and Resident Experience, the Director for Legal and Democratic Services and the Head of Property Services, to enter into final negotiations with SWT to vary the Agreement.

C CONFIDENT IN SURREY'S FUTURE: EQUALITY, FAIRNESS AND RESPECT STRATEGY 2015 – 2020

1. *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020*, is an updated version of the Council's current equality strategy, approved by the Cabinet on 22 October 2013, which is designed to meet the Council's responsibilities under the Equality Act 2010.
2. This Strategy has been refreshed to align with the Council's Corporate Strategy, *Confident in Surrey's Future: Corporate Strategy 2015-2020*, in order to help achieve the Council's three strategic goals of wellbeing, economic prosperity and resident experience. It will ensure that equality, fairness and respect remain an integral part of the delivery of the Council's priority areas of work and will enable more open and transparent progress reporting through the Council's corporate performance reporting arrangements.
3. **The Cabinet AGREED that *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* (as set out in Appendix 1) be approved and that progress towards its priorities be reported on an annual basis through the Council's corporate performance reporting arrangements.**

D QUARTERLY REPORT ON DECISIONS TAKEN UNDER SPECIAL URGENCY ARRANGEMENTS: 1 APRIL – 30 JUNE 2015

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 were no decisions taken under Special Urgency Arrangements during the last quarter.

**Mr David Hodge
Leader of the Council
3 July 2015**

PURPOSE

Ensure services support all Surrey residents; and our staff are healthy, safe and confident about their future.

VISION

- Equality
- Fairness
- Respect

VALUES

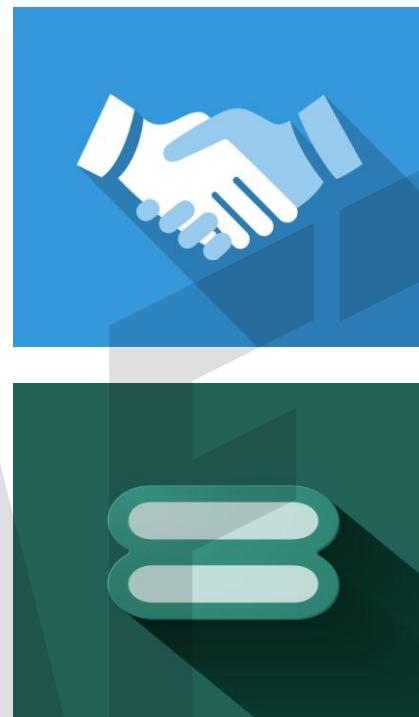
-  Listen
-  Responsibility
-  Trust
-  Respect

Context

The makeup of Surrey's 1.1 million residents is continuing to change, and over the next 25 years the population is projected to increase by over 20%. We will see an increase in the number of residents aged over 65 and an increase in the number of children and young people too. Residents are living longer with a range of different health and care needs, some have multiple and complex needs. Surrey is also a more ethnically diverse place to live than ever before.

This document sets out our priorities and demonstrates our commitment to deliver fair and inclusive services to meet the needs of all Surrey's communities. As one of the largest employers in Surrey this document also supports the Council's commitment to be a best practice employer for all our staff and reflect the diversity of Surrey's population.

This meets the Council's duty in the Equality Act 2010 to publish objectives that show how we will promote equality of opportunity and tackle discrimination.



- There are an estimated 110,000 unpaid carers of all ages in Surrey. The majority of carers are women and includes an estimated 14,000 young carers.
- We support around 30,000 people each year with a range of physical and learning disabilities as well as mental health issues. Over 20,000 people each year in Surrey access NHS mental health services.
- In Surrey's most deprived areas life expectancy is 6.4 years lower for men and 4.8 years lower for women compared to areas of higher wealth.
- 17% of Surrey's population identify themselves as being from a minority ethnic group. Since 2001, the non-white British population has doubled to 9.8%.

Our strategic goals

1. Wellbeing

Everyone in Surrey has a great start to life and can live and age well

2. Economic prosperity

Surrey's economy remains strong and sustainable

3. Resident experience

Residents in Surrey experience public services that are easy to use, responsive and value for money

Our Equality, Fairness and Respect Priorities

Drawing on a robust evidence base from sources such as [Surrey-i](#), and following engagement with internal and external stakeholders, we have set the following four priorities. These complement our [Corporate Strategy](#), [People Strategy](#) and [Customer Promise](#), and support the design and delivery of inclusive and accessible services that help meet the needs of our communities.

1. Ensure Surrey's children, adults and families are supported and helped to lead more independent lives.
2. Support all children and young people to participate and succeed in education, training and employment.
3. Support preventative actions to reduce health inequalities and increase wellbeing for our communities.
4. Be a local employer of first choice for people from all our diverse communities, particularly for disabled and younger people.

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County Council Meeting – 14 July 2015

REPORT OF THE AUDIT & GOVERNANCE COMMITTEE

- * Mr Stuart Selleck (Chairman)
- * Mr Denis Fuller (Vice-Chairman)
- * Mr W D Barker OBE
- * Mr Will Forster
- * Mr Tim Hall
- A Mr Saj Hussain

* = Present

A = Apologies

S = Substitute

A. FULL-YEAR SUMMARY OF INTERNAL AUDIT IRREGULARITY INVESTIGATIONS AND COUNTER FRAUD MEASURES: APRIL 2014 - MARCH 2015

1. At its meeting on 28 May 2015, the Committee received a report and questioned officers on irregularity investigations and counter fraud work undertaken by Internal Audit during 2014/15.
2. The Committee approved the updated Strategy Against Fraud and Corruption (Annex A) and **COMMEND** it to Council for inclusion in the Constitution.

B. RISK MANAGEMENT ANNUAL REPORT

1. On 28 May 2015, the Committee considered the Risk Management Annual Report for 2014/15 and, following a robust discussion, confirmed that it was satisfied with the risk management arrangements.
2. The Committee **COMMEND** the Risk Management Strategy (Annex B) for inclusion in the Constitution.

C. 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. On 28 May 2015, 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 C) for inclusion in the Constitution.

Stuart Selleck
Chairman of the Audit and Governance Committee
May 2015

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SURREY COUNTY COUNCIL'S STRATEGY AGAINST FRAUD AND CORRUPTION

1. Introduction

- 1.1 Surrey County Council is one of the county's largest organisations, employing over 26,000 people and with a gross spend of £1.7 billion in 2015/16. It is required by law to protect the public funds it administers. In delivering its objectives the council maintains a zero tolerance approach to fraud and corruption, whether it is attempted from outside the council (the public, clients, partners, contractors, suppliers or other organisations) or within (Members and employees). It is committed to this Strategy against Fraud and Corruption, which:
- acknowledges the threat of fraud;
 - encourages prevention;
 - promotes detection;
 - identifies a clear pathway for investigation; and
 - sets out the appropriate sanctions, including the recovery of losses.
- 1.2 The Audit Commission's 'Protecting the Public Purse' defines fraud as an intentional false representation, including failure to declare information, or an abuse of position carried out to make gain, cause loss or expose another to the risk of loss.
- 1.3 Corruption is the offering, giving, soliciting or acceptance of an inducement or reward, which may influence the action of any person or the misuse of entrusted power for personal gain. The Bribery Act 2010 makes it an offence to offer, promise or give a bribe and to request, agree to receive or accept a bribe. In addition it is a corporate offence for an organisation to fail to prevent bribery in the course of its business.

2. Expectation

- 2.1 Surrey County Council promotes a culture of openness with the core values of trust, respect and responsibility enshrined within it. The Council is totally opposed to any form of fraud and corruption.
- 2.2 The council's expectation on propriety and accountability is that Members and staff at all levels will lead by example in ensuring adherence to legal requirements, rules, procedures and practices. The council also expects that individuals and organisations (the public, partners, suppliers, contractors and other service providers) with whom it deals will act towards the council with integrity and without thought or actions involving fraud and corruption. All would be expected and encouraged to tell the council about any fraud or corruption they suspect. There is advice on how to do this in Appendix A.

- 2.3 The council will ensure that all allegations received are taken seriously and investigated in an appropriate manner. Anonymous allegations will be considered within the limitations of the information available. Investigations will be subject to the requirements of the Human Rights Act 1998 and the Regulation of Investigatory Powers Act 2000.
- 2.4 Senior management is expected to deal swiftly and firmly with those who defraud or seek to defraud the Council, or who are corrupt. The council will always be robust in dealing with financial malpractice or those who breach statutory and legal obligations and its code of conduct. A Fraud Response Plan is included as Appendix B

3. Roles and responsibilities

The Role of Elected Members

- 3.1 As elected representatives, all Members of the council have a duty to act in the public interest and do whatever they can to ensure that the council uses its resources in accordance with statute.
- 3.2 This is achieved through Members operating within:
 - the [Council's Member Code of Conduct](#); and
 - the [Constitution](#), including Corporate Governance Assurance Framework, Financial Regulations and Procurement Standing Orders.
- 3.3 The Localism Act 2011 requires Members to declare and register disclosable pecuniary interests to the Monitoring Officer as these may cause potential areas of conflict between Members' County Council duties and responsibilities and any other areas of their personal or professional lives.

The Role of Employees

- 3.4 Employees are Surrey County Council's first line of defence and the council will expect and encourage them to be alert to the possibility of fraud and corruption and report any suspected cases.
- 3.5 Employees are expected to comply with the council's [Code of Conduct](#) for staff, which forms part of each employee's contract of employment. This is available on the Human Resources and Organisational Development section of the Council's Intranet (S-net). Employees should also follow standards of conduct laid down by their own professional body or institute (where applicable).
- 3.6 Employees are responsible for ensuring that they follow the instructions given to them by management and comply with the procedures and rules laid down by the council in the Corporate Governance Assessment Framework. They are under a statutory duty to account for money and property committed to their charge.

- 3.7 All employees are required to comply with Section 117 of the Local Government Act 1972. This requires a written declaration of any pecuniary or close personal interests in contracts that have been, or it is proposed will be, entered into by the County Council to be held on their personal file. The legislation also prohibits the acceptance of fees or rewards other than by means of proper remuneration. Failure to disclose an interest or the acceptance of an inappropriate reward may result in disciplinary action or criminal liability.
- 3.8 Managers at all levels are responsible for the communication and implementation of this Strategy in their work area. They are also responsible for ensuring that their employees are aware of the arrangements to secure corporate governance, and that the requirements are being met in their work activities.
- 3.9 Managers are expected to create an environment in which their members of staff feel able to approach them with any concerns that they may have about suspected irregularities.

Others

- 3.10 Surrey County Council expects the public, clients, partners, contractors, suppliers and any other organisations to act honestly in their dealings with it and will check contractors' and suppliers' references as well as carrying out suitable financial checks.

4. Surrey County Council's Commitment

- 4.1 Theft, fraud and corruption are serious offences against the authority and employees and Members will face disciplinary action if there is evidence that they have been involved in these activities. Where appropriate, cases will be referred to the Police.
- 4.2 A key measure in the prevention of fraud and corruption is to take effective steps at the recruitment stage to establish, as far as possible, the previous record of potential employees in terms of their propriety and integrity. Employee recruitment should, therefore, be in accordance with the procedures laid down by the Head of Human Resources Operations, which are available on the council's Intranet (S-net), and include:
 - obtaining references and checking qualifications;
 - confirming the right to work in the United Kingdom; and
 - checks by the Disclosure and Barring Service.

The recruitment of temporary and permanent employees is dealt with in a similar manner.

- 4.3 In all cases where financial loss to the authority has occurred, the authority will take appropriate action to recover the loss.
- 4.4 Updates on counter fraud and corruption activity, including updates to this Strategy, will be publicised in order to make employees and the public aware of the authority's continuing commitment to taking action on fraud and corruption when it occurs.
- 4.5 To promote knowledge in current anti-fraud and anti-corruption matters Internal Audit will forward advice and information received from the National Anti-Fraud Network (NAFN) to relevant services across the Council.

5. Detection and Investigation

- 5.1 It is the responsibility of management to maintain an adequate internal control environment to prevent and detect fraud and corruption. It is often the alertness of staff and the public that enables detection and appropriate action to be taken. The investigation of fraud and corruption is undertaken by the council's Internal Audit Team.
- 5.2 The council's Financial Regulations require all suspected financial irregularities to be reported (orally or in writing) to the Chief Internal Auditor so that an internal audit investigation of the allegations can be undertaken in line with the Fraud Response Plan included as Appendix B. This is essential to the Strategy to ensure consistency of treatment, adequate investigation and protection of the council's interests.
- 5.3 The Chief Internal Auditor will ensure that the individual reporting any suspected irregularity is appropriately supported throughout this process, taking particular account of the likely sensitive nature of such an investigation.
- 5.4 The council expects the Police to be made aware of any impropriety which constitutes a criminal offence. However, any decision to refer a matter to the Police will be made by the Chief Internal Auditor.
- 5.5 The County Council's [disciplinary procedure](#) will be used where the outcome of an investigation indicates improper behaviour by a member of staff. Referral to the Police will not prohibit disciplinary action under the Disciplinary Policy.
- 5.6 In the case of allegations against Members being in breach of their Code of Conduct, these are reported to the Council's Monitoring Officer (Director of Legal and Democratic Services) and will be investigated by the Monitoring Officer or a person appointed by her.

- 5.7 Surrey County Council is required to participate in the National Fraud Initiative data matching exercise overseen by the Cabinet Office. The council provides sets of data, including payroll, to the Cabinet Office. It does not require the consent of the individuals concerned under the Data Protection Act 1998. Details of the data used are set out in Cabinet Office guidance, available at www.gov.uk.
- 5.8 Arrangements are in place, and continue to develop, to encourage the exchange of information between the County Council and other agencies on a national and local level to combat fraud and corruption, including the National Anti-Fraud Network (NAFN), CIPFA Counter Fraud Centre, and UK Visas and immigration.

6. Awareness and Training

- 6.1 Surrey County Council recognises that the continuing success of its Strategy against Fraud and Corruption and its general credibility will depend partly on the effectiveness of training and the responsiveness of employees throughout the organisation.
- 6.2 The council supports induction training, staff appraisal and development. It supports governance and fraud-awareness training. All staff and Members, especially those involved in internal control systems, need to understand their responsibilities and duties in regard to the prevention and reporting of suspected fraud and corruption. It is important to regularly highlight and reinforce this.

7. Availability

- 7.1 This Strategy is available to all employees and members via the Surrey County Council intranet (S-net). Copies can also be obtained from council employees through key public access points across the county such as libraries, as well as being accessible through the council's external web site.

8. Conclusion

- 8.1 Surrey County Council has in place systems and procedures to assist in the fight against fraud and corruption. Internal Audit will monitor the success of these measures to ensure that all opportunities for preventing and detecting fraudulent or corrupt activity are maximised. This strategy will be subject to regular review by Internal Audit and approved by Audit and Governance Committee.

**DAVID MCNULTY,
Chief Executive, April 2015**

Advice on reporting suspected fraud or corruption

Surrey County Council expects all its employees, Council Members, partners, contractors, the public, clients and organisations to provide information if fraud or corruption is suspected. This is often known as whistle blowing. The council's [whistle blowing policy](#) can be found on S-net. In addition, an employee, raising concerns in good faith, should be aware of the protection afforded to them by the Public Interest Disclosure Act (PIDA) 1998.

Examples of concerns may include the following:

- criminal offence;
- false documentation;
- failure to comply with a statutory or legal obligation;
- improper use of public or other funds;
- abuse of the council's systems;
- maladministration, misconduct or malpractice;
- endangering health and safety;
- damage to the environment;
- misuse of an individual's personal position;
- the offer or acceptance of a bribe; and/or
- deliberate concealment of any of the above.

All information or concerns received will be treated seriously and in strict confidence and employees should raise issues with their line manager in the first instance or the officer directly responsible for the area concerned. If anyone feels unable to speak to their line manager or the officer directly responsible for the area they are concerned about, they can contact any of the individuals on the table overleaf.

Members, the public, partners, contractors and organisations can also contact Surrey County Council via these contacts if they suspect theft, fraud or corruption. The Chief Internal Auditor should be advised of any such referrals received as complaints to Services.

If anyone feels unable to raise their concerns in the above ways, then they may wish to phone Expolink, the council's independent reporting hotline on 0800 374 199, or consult Public Concern at Work on 020 7404 6609, which is a registered charity providing free and strictly confidential advice.

All allegations of theft, fraud or corruption received will be investigated and should be referred to the Chief Internal Auditor for a decision on how an investigation should proceed in line with the Fraud Response Plan included as Appendix B.

Contact Information for reporting on possible theft, fraud or corruption at
Surrey County Council

Contact	Telephone	E-mail
Chief Internal Auditor	020 8541 9190 / 020 8541 9299	internal.audit@surreycc.gov.uk
Director of Finance (S151 Officer)	020 8541 7012	sheila.little@surreycc.gov.uk
Director of Legal and Democratic Services (Monitoring Officer)	020 8541 9001	monitoringofficer@surreycc.gov.uk
Chief Executive	020 8541 8018	david.mcnulty@surreycc.gov.uk
Elected Members		See website www.surreycc.gov.uk Your Council - Councillors and Committees - Surrey County Councillors
Leader of the Council		david.hodge@surreycc.gov.uk
Chairman of Audit and Governance Committee		stuart.selleck@surreycc.gov.uk
Grant Thornton (the council's external auditors)	020 7833 5100	See website www.grant-thornton.co.uk
Expolink (independent, confidential hotline)	0800 374 199	See website www.expolink.co.uk
Public Concern at Work (charity offering free advice)	020 7404 6609	See website www.pcaw.org.uk

Fraud Response Plan

Introduction

- 1.1 This Fraud Response Plan forms part of the council's overall Strategy against Fraud and Corruption and covers the council's response to suspected or apparent irregularities affecting resources belonging to or administered by the council, or fraud perpetrated by contractors and suppliers against the council.
- 1.2 It is important that managers know what to do in the event of fraud so that they can act without delay. The Fraud Response Plan provides such guidance to ensure effective and timely action is taken. Other documents that should be referred to when reading the Plan include:
 - Code of Conduct for staff
 - Disciplinary Policy and procedures
 - Financial Regulations

Objective of the Fraud Response Plan

- 2.1 To ensure that prompt and effective action can be taken to:
 - Prevent losses of funds or other assets where fraud has occurred and to maximise recovery of losses
 - Identify the perpetrator and maximise the success of any disciplinary or legal action taken
 - Reduce adverse impacts on the business of the council
 - Minimise the occurrence of fraud by taking prompt action at the first sign of a problem
 - Minimise any adverse publicity for the organisation suffered as a result of fraud
 - Identify any lessons which can be acted upon in managing fraud in the future

How to respond to an allegation of theft, fraud or corruption

Initial Response

- 3.1 Listen to the concerns of staff and treat every report seriously and sensitively.
- 3.2 Obtain as much information as possible from the member of staff, including any notes or evidence to support the allegation. Do not interfere with this evidence and ensure it is kept secure.
- 3.3 Contact the Chief Internal Auditor to discuss the allegation as required by Financial Regulations 4.5 and agree any proposed action. An evaluation of the case should include the following details:

- Outline of allegations
 - Officers involved, including job role and line manager
 - Amount involved / materiality / impact
 - Involvement of any other parties
 - Timescales – one off or ongoing
 - Evidence – where held and access
- 3.4 Where it is appropriate to do so (i.e. without alerting the alleged perpetrator), initial enquiries may be made by the manager or Internal Audit, as agreed with the Chief Internal Auditor, to determine if there actually does appear to be an issue of fraud or other irregularity.
- 3.5 During the initial enquiries, managers should
- Determine the factors that gave rise to the suspicion
 - Examine the factors to determine whether a genuine mistake had been made or whether a fraud or irregularity has occurred
 - Where necessary, carry out discreet enquiries with staff and/or review documents
- 3.6 The Chief Internal Auditor should be informed of the results of the initial enquiry so that the case can be closed or a more detailed investigation organised. Regulation 4.4 of the County Council's Financial Regulations gives the Chief Internal Auditor and her staff the power to access documents, obtain information and explanations from any officer for the purpose of audit.
- 3.8 Where the initial enquiry appears to indicate misconduct by a council employee the manager should inform Internal Audit of
- All the evidence gathered; and
 - The actions taken with regard to the employee (e.g. suspension or redeployment) or any other action taken to prevent further loss.
- 3.9 The manager should liaise with HR and be aware of the council's requirements regarding the disciplinary process (as published on S-net). If suspension is necessary, it needs prior approval by the Head of Service as the act of suspension is led by the service.
- 3.10 If it is found that an allegation has been made frivolously disciplinary action may be taken against the person making the allegation. If it is found that an allegation has been made maliciously, or for personal gain, then disciplinary action should be taken against the person making the allegation.

Internal Investigation

- 4.1 Depending on the size of the fraud or the circumstances of its perpetration, the Chief Internal Auditor will consider whether Internal Audit staff should undertake

the investigation. If appropriate, advice and guidance will be provided to enable an investigation to be undertaken by an appropriate officer in their Service.

- 4.2 Internal Audit will review the outcome of the investigation (irrespective of whether undertaken by its own staff or Service staff), to ensure that appropriate action is taken to help disclose similar frauds and make recommendations to strengthen control systems.

Investigating Officer

- 4.3 The Investigating Officer (either from the directorate or from Internal Audit) will:
- Deal promptly with the matter;
 - Record all evidence that has been received;
 - Ensure that evidence is sound and adequately supported;
 - Secure all of the evidence that has been collected;
 - Where appropriate, contact other agencies (e.g. Police, Serious Fraud Office);
 - Where appropriate, arrange for the notification of the council's insurers;
 - Report to senior management and, where appropriate, recommend that management take disciplinary and/or criminal action in accordance with this Strategy and the council's Disciplinary Procedures;
 - Seek advice from the Chief Internal Auditor if criminal acts are being investigated to ensure any interview of potential suspects is in line with the guidance of the Police and Criminal Evidence Act 1984 (PACE); and
 - Not employ surveillance techniques without seeking advice from the Chief Internal Auditor on the Regulation of Investigatory Powers Act 2000 (RIPA), as modified by the Protection of Freedoms Act 2012, to ensure actions are compliant with RIPA and appropriate authorisation is obtained
- 4.4 Where circumstances merit, close liaison will take place between the Investigating Officer, Internal Audit, S151 Officer, Monitoring Officer, the respective Service/Directorate, Human Resources and relevant outside agencies as appropriate.

Sanctions and Recovery of Losses

Disciplinary Action

- 5.1 The manager is responsible for taking the appropriate disciplinary action as set out in the council's Disciplinary Policy.
- 5.2 If a criminal offence is discovered, it may be appropriate to pursue a criminal prosecution. This could be instigated by the council under S222 of the Local Government Act 1972 or by referring the evidence to the police.

Police

- 5.3 The Chief Internal Auditor will determine whether the police need to be involved either from the start or at a later stage in the investigation. If the police are involved, Internal Audit will support the police investigation as necessary.

Recovery of Losses

- 5.4 Where the council has suffered a loss, restitution will be sought of any benefit or advantage obtained and the recovery of costs will be sought from individual(s) or organisations responsible.
- 5.5 Where an employee is a member of the Surrey County Council pension scheme and is convicted of fraud, the council may be able to recover the loss from the capital value of the individual's accrued benefits in the scheme, which are then reduced as advised by the actuary.
- 5.6 The council will also take civil action, as appropriate, to recover the loss.

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Risk Management Strategy 2015-20

PURPOSE

To realise opportunities and manage exposures to ensure Surrey residents remain healthy, safe and confident about their future.

VISION

A risk culture that supports
ONE place
ONE budget

ONE team for Surrey

VALUES



Listen



Responsibility



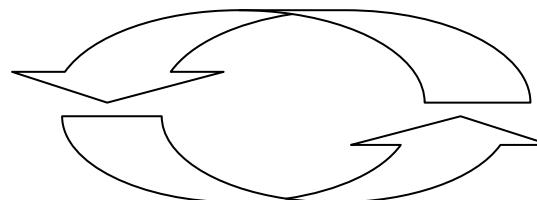
Trust



Respect

Context

The scale of the strategic challenges that the council is facing is increasing and the growing demand for services is accelerated by new legislative responsibilities, alongside continuing to meet existing responsibilities. Effective risk management is an integral part of ensuring the continued delivery of our services and providing organisational resilience during change and transformation. This Risk Management Strategy supports the achievement of our key priorities, goals and service delivery to residents. It is supplemented by our risk management plan that sets out our key risk actions for the coming year.



INTEGRATED APPROACH:

Risks are continually discussed and considered in the context of financial and performance management.

RISK PROCESS:

We have a consistent, iterative process of risk identification, risk assessment, risk monitoring and reporting.

GOVERNANCE:

Risk management roles and responsibilities are clearly defined and regularly reviewed.

Our strategic approach to risk management

1. Principles

Our approach to risk management is built on the following principles:

- It is dynamic, iterative and reacts to change
- It is open, transparent and consistently applied
- It provides risk information that objectively informs decision making and creates value
- It is integrated into our processes and aligns with our objectives
- It ensures lessons are learnt and actions for improvement are identified and implemented

2. Benefits

Through our risk management approach, the following benefits are realised:

- Enhanced organisational resilience through facilitating continuous improvement and innovation
- Stakeholder confidence and trust
- Flexibility to positively respond to new and continued pressures and challenges
- Strengthened governance to enable informed decision making
- Proactive management of risk and opportunities

3. Realisation

Realisation of the principles and benefits will be achieved through:

- Strong risk leadership that ensures the effective operation of the council's risk approach and arrangements
- Consistent compliance with the risk strategy and framework
- Staff and members being equipped to work with and support the risk culture
- Clear communication of the council's risk approach to our stakeholders
- Strong and transparent risk governance arrangements, including reporting and escalation of risk

Risk Management plan 2015/16

To realise opportunities and manage exposures to ensure Surrey residents remain healthy, safe and confident about their future.

Challenges and opportunities

Sustaining the council's strong resilience in the climate of ongoing reductions in funding, demographic demand increases in core services and potential policy change will require working differently and realising the opportunities identified by innovation work and partnership working.

Risk management is a continuous and evolving process that runs through everything we do. It focuses on the identification and treatment of risks and opportunities through increasing the probability of success and reducing the likelihood of failure.

Key actions

During 2015/16 three risk management actions will be prioritised to support the achievement of the council's corporate strategy:

1. Continue to promote a positive risk culture, including developing and understanding the council's risk appetite and tolerance.
2. Develop the risk registers to ensure they are fit for purpose, consistent and support risk discussions across the council.
3. Present risk information in a clear and user-friendly way using visual techniques.

Risk governance



The strategic lead officer for the corporate risk management arrangements is Sheila Little, Director of Finance and she is supported by Cath Edwards, Risk and Governance Manager.

The Audit and Governance Committee is responsible for monitoring the effectiveness of the risk management arrangements.

Roles and responsibilities

ROLE	RESPONSIBILITIES
The Cabinet	Oversee effective risk management across the council and ensure that key risks are identified, managed and monitored.
Portfolio Holders	Ensure that key risks within their portfolio are effectively managed through discussions with senior officers. Contribute to the Cabinet review of risk and be proactive in raising risks from the wider Surrey area and community if appropriate.
Scrutiny Boards	Monitor and challenge key risk controls and actions.
Audit and Governance Committee	Provide independent assurance to the council on the effectiveness of the risk management arrangements. Annually approve the risk management strategy.
Leadership Team	Ensure effective implementation, monitoring and review of the council's risk management arrangements. Identify, own and manage key risks facing the council.
Strategic Directors	Owning their risk register and regularly identify, prioritise and control risks as part of wider council performance. Ensure that risk management is consistently implemented in line with the council's Risk Management Strategy and proactively discuss risk with senior officers and members.
Heads of Service	Owning their risk register and regularly identify, prioritise and control risks as part of wider council performance. Challenge risk owners and review actions to ensure controls are in place and monitored. Support and have a regular dialogue with risk representatives and ensure that risk management is consistently implemented in line with the council's Risk Management Strategy.
Managers	Take ownership for actions and report progress to management. Co-operate and liaise with risk representatives and report any new or emerging risks.
Staff	Assess and manage risks effectively and report risks to management.
Risk and Governance Manager	Lead on the implementation of the risk management arrangements, including moderating and challenging risk across the organisation and providing training and communication. Centrally hold and publish all council risk registers and facilitate the review and challenge of the Leadership risk register.
Strategic Risk Forum	Review strategic risk through challenge and moderation and make recommendations to senior management on changes to the corporate risk arrangements and strategic risks. Lead on the review of risk culture across the organisation and identify and escalate common themes and issues through sharing learning and best practice.
Risk representatives	Embed and aid understanding of risk across the council and support management with the review of risk, including the risk register, as part of performance monitoring.
Internal Audit team	Annually audit the council's risk management arrangements and use risk information to inform the annual internal audit plan to ensure that internal controls are robust.

Review

The Risk Management Strategy and plan is reviewed annually. For any queries or comments on this document please contact Cath Edwards, Risk and Governance Manager.

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Code of Corporate Governance

May 2015



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COMMITMENT TO GOOD GOVERNANCE

The Corporate Strategy, 'Confident in Surrey's future' sets out the council's overall purpose to ensure Surrey residents remain healthy, safe and confident about their future.

Good corporate governance underpins confidence in public services and should be transparent to all stakeholders. We are committed to demonstrating we have sound corporate governance and this Code of Corporate Governance sets out the way we meet that commitment. This in turn promotes adherence to the council's values that guide the behaviour of all officers and Members:



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.

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). Our AGS is also included within our Annual Report.

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.



Our Corporate Strategy, Confident in Surrey's future

GOOD GOVERNANCE PRINCIPLES

Principles of Public Life

The council has made a commitment to ensuring that good governance is in place and that we are 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.

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

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

We will focus on our purpose and will implement a vision for both Surrey and its local communities to achieve the intended outcomes for the community.

We will meet this by:

- Continuously developing and clearly communicating our purpose and vision;
- Ensuring users receive a high quality of service; and
- Making best use of resources.

The council's members and officers will work together to achieve a common purpose with clearly defined functions and roles.

We will meet this by:

- 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.

We will promote values and demonstrate good governance by upholding high standards of conduct and behaviour.

We will meet this by:

- Requiring members and officers to maintain high standards of conduct; and
- Continuing to ensure that its values are promoted.

We will take informed and transparent decisions that promote value for money and are subject to effective scrutiny and risk management.

We will meet this by:

- Promoting decision making that is rigorous and transparent;
- Having good quality information, advice and support;
- Ensuring effective risk and performance management systems are in place; and
- Use our legal powers to the full benefit of residents and communities.

We will seek to develop the capacity and capability of members and officers to be effective.

We will meet this by:

- 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.

We will engage with Borough, District and Parish Councils, residents associations and other stakeholders as appropriate to promote robust public accountability.

We will meet this by:

- 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.

SUPPORTING GOVERNANCE DOCUMENTS

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.

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.

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 Governance Custodians and they are shown in Annex B.

Governance Custodians are responsible for keeping documents up to date and therefore making necessary changes. Any significant changes require approval by members or officers as shown at Annex C. It is the decision of the relevant officer and/or member as to what is classed as significant.

GOVERNANCE REVIEW

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 D. The review consists of a number of parts as follows.

PART 1 – CUSTODIAN ASSURANCE

Governance Custodians are required to complete an annual Custodian Assurance Statement. A summary report is presented to the Governance Panel, which makes recommendations on any specific areas to be reviewed as part of the governance compliance work undertaken by Internal Audit (see below).

PART 2 – GOVERNANCE COMPLIANCE AND REPORT ON INTERNAL CONTROL

Following agreement by the Governance Panel on the areas of focus, a number of methods are used by Internal Audit to test governance compliance:

- Relevant audit reviews already undertaken or in progress;
- Use of surveys sent to a sample of staff and members; and
- Assurance mapping.

Key findings from the testing above are presented to the Governance Panel and any significant areas will be included in the AGS.

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 overall internal control environment. This report is presented to the Governance Panel and any significant areas will be included in the AGS.

PART 3 – ASSESSMENT OF THE CORE GOVERNANCE PRINCIPLES

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,
- assessing existing governance arrangements against best practice, and
- reviewing any assurance mapping undertaken by Internal Audit.

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

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 can include 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

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 the Statutory Responsibilities Network and the senior leadership team before the AGS is presented to the Audit and Governance Committee and the Cabinet for approval. The AGS is then incorporated into the Statement of Accounts and the Annual Report.

PART 6 - MONITORING

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

ROLES AND RESPONSIBILITIES

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 and the Annual Report Monitor any governance improvements required, as appropriate
Portfolio Holders	<ul style="list-style-type: none"> Demonstrate ownership of individual governance 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
Statutory Responsibilities Network	<ul style="list-style-type: none"> Commission remedial action to address issues as appropriate 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 E
Heads of Service and Assistant Directors	<ul style="list-style-type: none"> Appoint Governance 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
Governance Custodians	<ul style="list-style-type: none"> Maintain and regularly review governance documents to ensure they reflect legislative changes, best practice and organisational changes Ensure governance documents are communicated effectively Operate a standard process of version control on all governance documents 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 as appropriate
Internal Audit Team	<ul style="list-style-type: none"> Conduct the annual review of governance compliance Provide information on the internal control environment to inform the AGS

REVIEWING AND REVISING THE CODE

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 (England) 2011 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 and the Annual Report.
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.
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 Governance 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 Custodian	Officers who have responsibility for ensuring that governance documents are up to date and promoted across the authority.
Governance Panel	Chaired by the Director of Legal and Democratic Services, the panel ensures that the council has a robust appraisal of governance. It advises Statutory Responsibilities Network, Audit & Governance Committee and Cabinet on the adequacy of the governance arrangements.
Internal Audit Team	An independent appraisal function that objectively examines, evaluates and reports on the adequacy of internal control.
Monitoring Officer (Director of Legal and Democratic Services)	The statutory officer in accordance with section 5 of the Local Government and Housing Act 1989 ensuring lawfulness and fairness of decision making.
Section 151 Officer (Director of Finance)	The statutory officer with responsibility for the proper administration of the Council's affairs under section 151 of the Local Government Act 1972.
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.
Statutory Responsibilities Network (SRN)	Chaired by the Chief Executive, the SRN brings the senior statutory officers together to provide oversight on the council's major statutory responsibilities.

SUPPORTING GOVERNANCE DOCUMENTS

Annex A

RESIDENTS Actively involving local people and stakeholders	QUALITY Ensuring a high quality service	
Fairness and Respect Strategy Communication and Engagement Strategy	Customer Promise People Strategy	
VALUE Taking informed and transparent decisions that promote value for money	PEOPLE Maintaining high standards of conduct	
Procurement Standing Orders Cabinet Forward Plan Scheme of Delegation Standing Orders	Capability Change Management Codes of Conduct (officers and Members) Arrangements for dealing with complaints about Members Disciplinary Ending Harassment, Bullying and Discrimination	Grievance Safer Recruitment Member/Officer Protocol
PARTNERSHIPS Having clear relationships	STEWARDSHIP Ensuring effective risk and performance management systems	
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 Partnership Governance Framework	Data Governance IT Security policy Premises Security policy Strategy Against Fraud and Corruption Regulation of Investigatory Powers Act (RIPA) Resilience Policy	Financial Regulations Risk Management Strategy Health and Safety policy Whistleblowing policy

GOVERNANCE DOCUMENT CUSTODIANS

Annex B

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

GOVERNANCE DOCUMENT APPROVAL

Annex C

Member approval

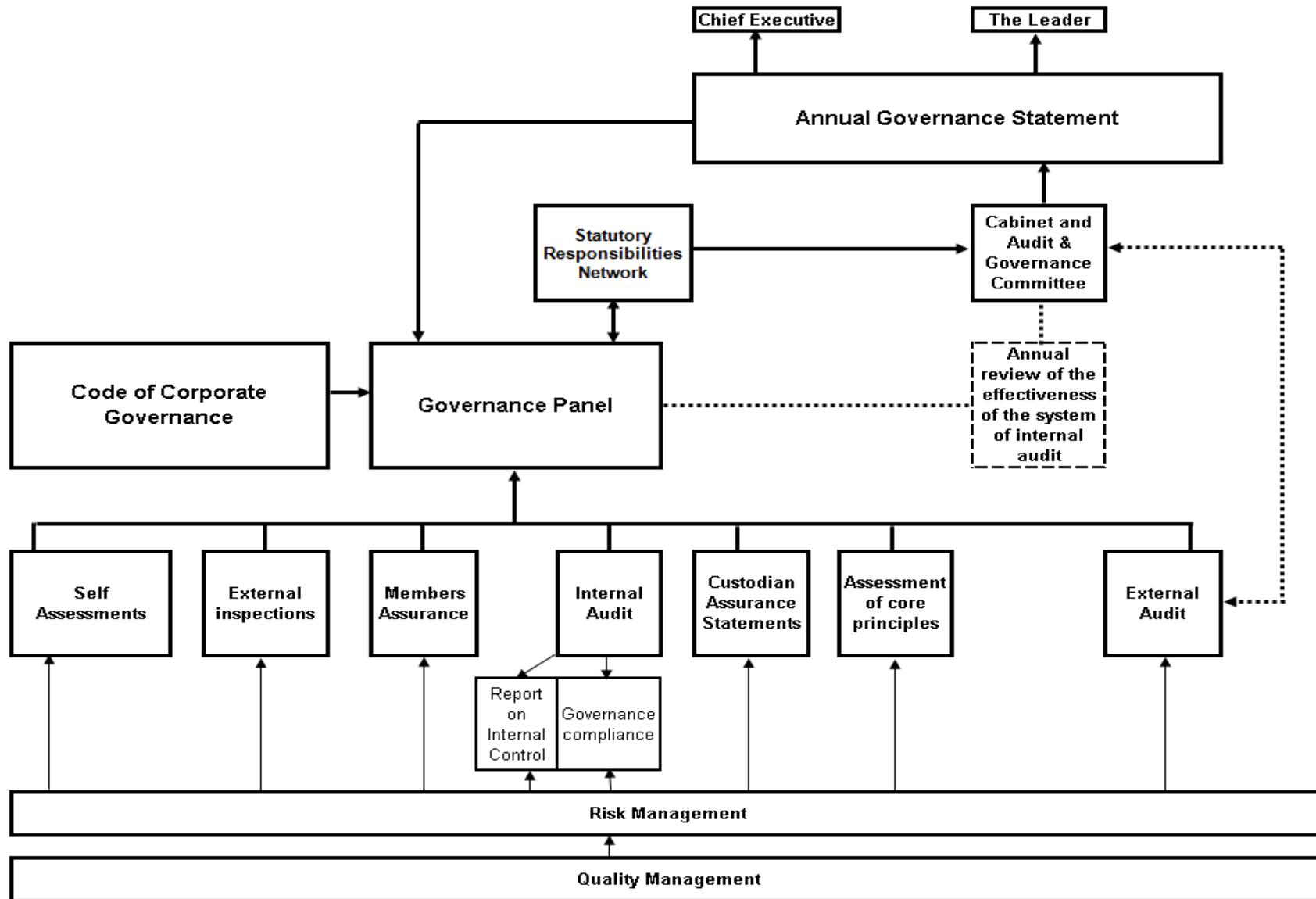
Cabinet	Leader of the Council
Communication and Engagement Strategy	Cabinet Forward Plan
County Council	
Customer Promise	
Fairness and respect strategy	
Financial Regulations	Arrangements for dealing with complaints about Members
Partnership principles	Code of Conduct – Members
Procurement Standing Orders	Member / Officer protocol
Regulation of Investigatory Powers Act (RIPA)	Scheme of Delegation
Surrey Compact	Standing Orders

People, Performance and Development Committee	Audit and Governance Committee
Capability Change Management Code of Conduct – Staff Disciplinary Ending harassment, bullying and discrimination Grievance People Strategy Safer recruitment Whistle blowing policy	Risk management strategy Strategy against fraud and corruption

Officer approval

Data governance policy	Information Governance Risk Board
Health and Safety policy	Central Joint Safety Committee
IT Security policy	Head of IMT
Partnership Governance framework	Governance Panel
Premises Security policy	Chief Property Officer
Resilience policy	Head of Emergency Management
VCFS Framework	Chief Executive

GOVERNANCE REVIEW PROCESS



GOVERNANCE PANEL – TERMS OF REFERENCE

Annex E

Scope

The Governance Panel (the panel) ensures that the Council has a robust method of scrutiny and appraisal of Governance. The panel advises Statutory Responsibilities Network¹, 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:

- Annually reviewing the Code of Corporate Governance and approving changes prior to presentation at the A&GC
- Reviewing reports from Internal Audit, Risk & Governance, External Audit and other inspectorates as appropriate
- Reviewing significant changes to governance documents within the Code of Corporate Governance
- Reporting significant governance issues, providing updates and presenting the draft AGS to the SRN and A&GC

Membership

The following officers form the Governance Panel:

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

¹ Consisting Chief Executive (Chair), statutory officers for: Social Care, Education, Fire, Public Health, Director of Finance, Director of Legal and Democratic Services, Chief Internal Auditor, Director of HR

Individual Roles and responsibilities

Chair

- Proactively chair panel meetings, ensure meetings are effective and actions have been completed
- Present panel reports to SRN, 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

- Lead on the annual review of governance, including the development of the AGS
- 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 SRN, 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 updates and reports to the panel on internal control and key audit findings

Governance Custodians

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

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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 13 July 2015.

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**MINUTES OF THE MEETING OF THE CABINET
HELD ON 26 MAY 2015 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 Helyn Clack	* Mrs Linda Kemeny
*Mrs Clare Curran	* Ms Denise Le Gal
*Mr Mel Few	*Mr Richard Walsh

Cabinet Associates:

*Mrs Mary Angell	*Mrs Kay Hammond
*Mr Tim Evans	*Mr Tony Samuels

* = Present

**PART ONE
IN PUBLIC**

97/15 APOLOGIES FOR ABSENCE [Item 1]

No apologies were received.

98/15 MINUTES OF PREVIOUS MEETING: [Item 2]

The minutes of the meeting held on 28 April 2015 was confirmed and signed by the Chairman.

99/15 DECLARATIONS OF INTEREST [Item 3]

Non-pecuniary interests were declared by Mr Martin and Ms Le Gal for item 24.

100/15 PROCEDURAL MATTERS [Item 4]

a MEMBERS' QUESTIONS [Item 4a]
There were none.

101/15 PUBLIC QUESTIONS [Item 4b]

There were none.

102/15 PETITIONS [Item 4c]

No petitions were received.

103/15 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

No representations were received.

104/15 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

Reports from the Adult Social Care Select Committee and the Council Overview and Scrutiny Committee were submitted. The recommendations and responses are attached as Appendices 1 and 2.

105/15 JOINT COMMISSIONING STRATEGY FOR SPEECH AND LANGUAGE THERAPY SERVICES FOR CHILDREN AND YOUNG PEOPLE IN SURREY [Item 6]

The Cabinet Member for Schools, Skills and Educational Achievement introduced the report by stating that a draft joint commissioning strategy for speech and language therapy services for children and young people aged 0-25 years has been proposed by the Council and Surrey Clinical Commissioning Groups.

She highlighted that local authority spend had increased by 39% since 2010/11 and she talked through the way in which the new arrangements will be funded.

She referenced the needs analysis that had been undertaken in January 2013 and informed Members that this had been undertaken at the end of a huge increase in birth rates. She went on to state that the report was still appropriate.

She drew Members attention to the 5 commissioning principles that were set out on page 9 of the submitted report and stated that this proposal will require funding of £377,000 to provide the new offers which was subject to agreement by the Schools Forum in June 2015.

The Cabinet Member for Children and Families Wellbeing welcomed the report and said that many residents had felt that arrangements in this area had not been satisfactory to meet the increased need across the county. She said that she felt it was an excellent model and it would allow a sustainable and continuous service which will enable Surrey children to get the therapy they need.

RESOLVED:

1. That the Cabinet approves the draft commissioning strategy and the five joint commissioning principles within the strategy
2. That the Cabinet agrees in principle to the realignment of commissioning responsibilities for the Council and Surrey Clinical Commissioning Groups.
3. That the Cabinet agrees for work to continue in developing a detailed costing model for a new speech and language therapy service. At this stage it is estimated to mean an increase of £377,000 in the

Council's budget, to be made available from the School's High Need Block and will be subject to Schools Forum approval in June.

4. That the Cabinet agrees that the new speech and language therapy service should be procured through devolving funding directly to special schools and specialist centres and bringing the mainstream service in-house to the Council. This service will be fully in place from September 2016.

Reason for Recommendations:

Early identification, timely interventions and an integrated school offer will create a service that is built from trust and confidence in the system, where meeting the communication needs of a child or young person is seen as everybody's responsibility.

Implementing this joint commissioning strategy and resourcing and procuring the service differently will offer the following benefits :

- Single speech and language therapy service across Surrey for children and young people aged 0-25 years which focuses on achieving good outcomes and is co-designed with families and schools
- A service that achieves value for money by allowing schools to manage the therapy provision directly
- Clear commissioning principles and arrangements in place between Education and Health, including funding responsibilities
- Investment into early years which focuses on early identification of need and timely intervention (i.e. significantly reduced waiting times and therapy at a time when it is needed)
- Speech and language therapy that forms part of an integrated school offer for children and young people in specialist SEND provision
- The joint commissioning strategy was reviewed at the Children and Education Select Committee on 26 January 2015. Recommendations including support for a hub and spoke structure for therapy provision and emphasis on post-16 provision are reflected in this paper.

106/15 APPROVAL TO PURCHASE ADDITIONAL MICROSOFT LICENCES FOR OFFICE 365 AND ASSOCIATED IMPLEMENTATION [Item 7]

The Cabinet Member for Business Services and Resident Experience presented the report and stated that the adoption of Microsoft Office 365 will enable staff to work from anywhere and using any device and that it would provide a unified mail basis for the Orbis partnership. She stated that it would see the Council move away from Lotus Notes and will provide a better service for both staff and Members. She went onto inform Members that a pilot would take place in 2016.

The Cabinet Member for Adult Social Care, Independence and Wellbeing welcomed the move and requested to be involved in the pilot.

RESOLVED:

That the council migrates its email and calendar system from Lotus Notes to Microsoft Office 365, purchases extended licences as described in the submitted report, and engages with Microsoft and other implementation partners to assist with the migration.

Reasons for Decisions:

The adoption of Microsoft for the council's email and calendar requirements will facilitate the delivery of the council's digital strategy. The new system will enable collaborative working with partners and will deliver enhanced flexibility. The technology will ensure that the council's technical platforms are modern and comparable with the very best technologies in both the public and private sectors.

**107/15 AWARD OF FRAMEWORK AGREEMENT FOR THE PROVISION OF
BUILDING CLEANING SERVICES FOR ADMINISTRATIVE AND
OPERATIONAL PREMISES [Item 8]**

The Cabinet Member for Business Services and Resident Experience introduced the report which was seeking approval to award a framework agreement for the provision of Building Cleaning Services for Administrative and Operational Premises to commence on 1 August 2015.

She explained that a full tender process had been undertaken with a thorough evaluation process. She referred Members to the detail within the submitted report on the tender and strategy and said that it was providing value for money for taxpayers.

RESOLVED:

1. That a framework agreement be awarded to Servest Group Limited for two years from 1 August 2015 with an option to extend for two further periods of one year each.
2. That an immediate call-off contract under the framework agreement be placed with Servest Group Limited for the Council for two years with an option to extend for two further periods of one year each.

Reasons for Recommendations:

A full tender process, in compliance with the requirements of Public Contracts Regulations 2006 and the Council's Procurement Standing Orders has been completed. The recommendations provide best value for money for building cleaning services for the Council following a thorough evaluation process.

The framework agreement as awarded sets out the terms and conditions under which a specific purchase known as a call-off contract can be made on behalf of the Council during the term of the agreement.

108/15 HINCHLEY WOOD PRIMARY SCHOOL [Item 9]

The Cabinet Member for Schools, Skills and Educational Achievement introduced the report which was a business case for the expansion of Hinchley Wood 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 Claygate to help meet the basic need requirements in the Claygate area from September 2016.

She described the school as a popular and successful primary school with a 'good' Ofsted rating that is consistently oversubscribed. She referred to the consultation that had been undertaken in September 2014 and the concerns that had been raised about moving on to secondary school and adjustments have been made to the admissions arrangements to address this.

RESOLVED:

That, subject to the agreement of the detailed financial information for the expansion as set out in agenda item 19 in Part 2 of the agenda, the business case for the provision of an additional 1 Form of Entry (210 places) primary places in Esher be approved.

Reasons for Recommendations:

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

109/15 WESTFIELD PRIMARY SCHOOL, WOKING [Item 10]

The Cabinet Member for Schools, Skills and Educational Achievement commended the submitted report and informed Members that it was a business case for the expansion of Westfield Primary School from a 2 Form of Entry Primary (420 places) by 90 places and that this was the first of 2 phases. This was phase 1 of a 2 phase expansion, to a 3 Form of Entry Primary (630 places) creating 210 additional places in Woking to help meet the basic need requirements in the Woking area from September 2015.

She explained that the school had been rated a 'good' school by Ofsted in 2012 and has the capacity for 420 additional places.

She stated that the Council has made a £14m investment in the borough of Woking which equated to 1260 additional places.

RESOLVED:

That, subject to the agreement of the detailed financial information for the expansion as set out in agenda item 20 in Part 2 of the agenda, the business case for the provision of an additional 90 places as phase 1 of a 2 phase expansion by 1 Form of Entry (210 places) primary places in Woking be approved.

Reasons for Recommendations:

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

110/15 CRANLEIGH PRIMARY SCHOOL REDEVELOPMENT [Item 11]

This report requested the approval of the business case for the rebuilding of Cranleigh Church of England Primary School, a 1 Form of Entry Infant and 2 Form of Entry Junior provision (330 places), in the grounds of the adjacent Glebelands Secondary School by July 2017 and the disposal of the two existing school sites to release funding to pay for the cost of the proposed scheme.

The Cabinet Member for Schools, Skills and Educational Achievement explained that this project involved rebuilding the whole setting in the grounds of the secondary school. She also highlighted that the school houses a speech and language centre and a nursery.

She informed Members that there would be no change to the pupil admission number and that public consideration of notices was not necessary in this case.

The Deputy Leader stated that he welcomed this project warmly as it was a new school at zero cost.

RESOLVED:

That, subject to the agreement of the detailed financial information for the rebuilding of the school as set out in agenda item 21 in Part 2 of the agenda, the business case for the rebuilding of the school be approved.

Reasons for Recommendations:

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

111/15 BISHOP DAVID BROWN SCHOOL, WOKING [Item 12]

The Cabinet Member for Schools, Skills and Educational Achievement introduced the report which was to approve the business case for the expansion of Bishop David Brown Secondary School from a 5 Form of Entry Secondary (750 places) to a 6 Form of Entry Secondary (900 places) creating 150 additional places in Woking to help meet the basic need requirements in the Woking area from September 2016.

She notified Members that it was a relatively small secondary school in a developing area and the demand for year 7 places will be increasing. She said that the school had received a 'good' Ofsted rating at its last inspection in April 2014.

She went on to state that work had been undertaken to link up with development taking place in Sheerwater and sporting facilities will be available for the school to use.

The Cabinet Member for Highways, Transport and Flooding commended the approach and stated that having the leisure facilities paid for by the developer was a good news story.

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 the agenda, the business case for the provision of an additional Form of Entry (150 places) secondary places in Woking be approved.

Reasons for Recommendations:

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

112/15 ST ANN'S HEATH JUNIOR SCHOOL, VIRGINIA WATER [Item 13]

This report set out the business case for the expansion of St Ann's Heath Junior School from a two Form of Entry junior (240 places) to a three Form of Entry junior (360 places) creating 120 additional places in Virginia Water to help meet the basic need requirements in the Virginia Water area from September 2015.

The Cabinet Member for Schools, Skills and Educational Achievement explained that there had not been enough reception places in 2012 and now additional junior school places were required. She said that the school was inspected by Ofsted in July 2013 and required improvement but that they had received support and the latest monitoring shows that they are much improved and are likely to get a 'good' judgement going forward.

She informed Members that planning permission had been granted by the Planning and Regulatory Committee in April 2015.

The Cabinet Member for Adult Social Care, Independence and Wellbeing stated that as the local member he was very pleased that this was the third school to be upgraded in his division. He said that he was delighted to see that consideration had been given to parking in this project.

The Cabinet Associate for the Built Environment thanked the Council's property team and highlighted the challenge of delivering 2 school expansions by September 2015.

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 the agenda, the business case for the provision of an additional Form of Entry (120 places) junior places in Virginia Water be approved.

Reasons for Recommendations:

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

113/15 PROVISION OF A NEW SYSTEM FOR ADULT SOCIAL CARE [Item 14]

The Cabinet Member for Adult Social Care, Independence and Wellbeing informed Members that the contract with the current supplier of Adult Social Care's case management and financial system would expire on 31 October 2015. He explained that 2 years of research had been undertaken and the conclusion was that in order to be compliant with the Care Act the Council would need to change.

He stated that there is no option to extend the contract, however a new contract can be agreed for a time limited period. He referred to links with East Sussex County Council and informed Members that the advantages of the proposal were set out on p87 of the submitted report.

He went on to state that the new system is used by Children's Services and is in line with the Council's digital strategy. It will also allow cohesive working with partners.

The Cabinet Member for Business Services and Resident Experience raised points around increase in demand and the ability for the new system to deal with this, close working with health partners and the contract with East Sussex County Council providing value for money.

The Cabinet Associate for Children, Schools and Families Wellbeing informed Members that her experience of working with Liquidlogic had been positive.

The Leader of the Council stated that using one system for social care was an excellent idea and a good step forward.

The Cabinet Member for Adult Social Care, Independence and Wellbeing informed Members that the report had been reviewed by the select committee and they had been happy with it.

RESOLVED:

1. Approval be given to enter into a contract with Liquidlogic for the provision of the Adult Social Care I.T. System under the current contract with East Sussex County Council, where East Sussex acts as the central purchasing body for other Local Authorities.
2. Approval be given to enter into a new one year contract with the incumbent supplier to facilitate the migration to a new system.

Reasons for Recommendations:

A contract with the new supplier will:

- a) provide all required functionality for Care Act implementation by 1 April 2016

- b) enable integration with the Children's System and the systems of health partners
- c) improve system usability and efficiency
- d) deliver a mobile working system and self-assessment functionality
- e) more closely align the Adult Social Care system with the council's digital strategy
- f) support strategic alignment with East Sussex County Council

114/15 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 15]

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.

115/15 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.

116/15 AWARD OF FRAMEWORK AGREEMENT FOR THE PROVISION OF BUILDING CLEANING SERVICES FOR ADMINISTRATIVE AND OPERATIONAL PREMISES [Item 17]

The Cabinet Member for Business Services commended this Part 2 report, which contained the financial and value for money information relating to item 8.

Members queried the due diligence criteria and a discussion was held regarding the rationale used for matching quality against price.

RESOLVED:

1. The framework agreement be awarded for the provision of Building Cleaning Services for Administrative and Operational Premises for two years from 1 August 2015, with an option to extend for two years.

2. An immediate call-off contract under the framework agreement for the benefit of the Council be placed for a two year contract term with an option to extend the contract for two years.

Reasons for Recommendations:

The existing agreement will expire on 31 July 2015. A full tendering process, in compliance with the requirements of Public Contracts Regulations 2006 and the Council's Procurement Standing Orders has been completed, and the recommendations provide best value for money for the Council following a thorough evaluation process.

117/15 HINCHLEY WOOD PRIMARY SCHOOL [Item 18]

This Part 2 report contained the financial and value for money information which related to item 9.

RESOLVED:

1. That the Cabinet approves the business case for the project to expand Hinchley Wood Primary School by 210 places, as set out in Annex 1 of the submitted report.
2. That the Cabinet approves 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.

Reasons for Recommendations:

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

118/15 WESTFIELD PRIMARY SCHOOL, WOKING [Item 19]

This Part 2 report contained the financial and value for money information which related to item 10.

RESOLVED:

1. That the Cabinet approves the business case for the project to expand Westfield Primary School by 90 places as phase 1 of a 2 phase project to provide an overall 210 places, as set out in Annex 1 of the submitted report.
2. Approves 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.

Reasons for Recommendations:

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

119/15 CRANLEIGH PRIMARY SCHOOL REDEVELOPMENT [Item 20]

This Part 2 report contained the financial and value for money information which related to item 11.

RESOLVED:

1. That the Cabinet approves the business case for the project to rebuild Cranleigh Church of England Primary School as set out in Annex 1 of the submitted report.
2. That the Cabinet approves that Surrey sign an Access Agreement to the new Southern Construction Framework and that the decisions to award this and future contracts under the Southern Construction Framework be delegated to the Chief Property Officer in consultation with the Leader of the Council.

Reasons for Recommendations:

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

120/15 BISHOP DAVID BROWN SCHOOL, WOKING [Item 21]

This Part 2 report contained the financial and value for money information which related to item 12.

RESOLVED:

1. That the Cabinet approves the business case for the project to expand Bishop David Brown Secondary School by 150 places, as set out in Annex 1 of the submitted report.
2. That the Cabinet approves 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.

Reasons for Recommendations:

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

121/15 ST ANN'S HEATH JUNIOR SCHOOL, VIRGINIA WATER [Item 22]

This Part 2 report contained the financial and value for money information which related to item 12.

RESOLVED:

1. That the Cabinet approves the business case for the project to expand St Ann's Heath Junior School by 120 places, as set out in Annex 1 of the submitted report.
2. That the Cabinet approves 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.

Reasons for Recommendations:

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

122/15 PROVISION OF A NEW SYSTEM FOR ADULT SOCIAL CARE [Item 23]

The confidential annex to the submitted report in item 14 of the agenda was noted.

123/15 PROPERTY TRANSACTIONS - TOWN CENTRE REGENERATION [Item 24]

Non-pecuniary interests were declared by Mr Martin and Ms Le Gal for this item.

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. In facilitation of the strategy, Cabinet approved the business case for this regeneration project.

The Leader of the Council highlighted the key points of this proposal and commended the recommendations to Cabinet.

RESOLVED:

1. That the County Council participates in the regeneration scheme by the contractual mechanisms and financial considerations outlined in the submitted report.
2. That the Strategic Director of Business Services is authorised to agree the appropriate contractual and financial arrangements, following the completion of all necessary due diligence, in consultation with the Leader, Director of Finance, Director of Legal & Democratic Services and the Chief Property Officer.

Reasons for Recommendations:

Participation in the scheme is in accordance with the council's Investment Strategy; to invest in schemes that have the potential to support economic growth in the county. The council's participation in this regeneration scheme will ensure that the proposed development proceeds and delivers a significant enhancement to the economic outcomes of the area.

124/15 PUBLICITY FOR PART 2 ITEMS [Item 25]

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

Meeting closed at 3.25pm

Chairman

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CABINET RESPONSE TO ADULT SOCIAL CARE SELECT COMMITTEE

RECRUITMENT & RETENTION AND WORKFORCE STRATEGY UPDATE (considered by Adult Social Care on 10 April 2015)

COMMITTEE RECOMMENDATION:

The Committee recommends that the Cabinet give consideration to affordable housing for care staff as key workers in Surrey including the use of the council's land and properties.

RESPONSE:

The recommendation by the Adult Select Committee to consider supporting key staff in hard to recruit areas needs to be reflected across the hard to recruit areas for the whole organisation not only within Adult Social Care. This is an area that work has already started upon.

There are a number of existing opportunities through government schemes such as key worker housing through Registered Social Landlords which we are already looking to raise in profile to potential new and existing employees.

Parallel to existing opportunities the Business Services team are also exploring how to complement this through the use and leveraging of existing assets.

**David Hodge
Leader of the Council
26 May 2015**

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CABINET RESPONSE TO COUNCIL OVERVIEW AND SCRUTINY COMMITTEE

BUDGET MONITORING REPORT (considered by COSC on 23 April 2015)

COMMITTEE RECOMMENDATION:

That the Cabinet consider whether the Council could use any of the small improvements to the Council's budgetary position that were unanticipated when it set the budget, to mitigate some of the savings in children's centres and youth services.

RESPONSE:

The 2015-20 Medium Term Financial Plan (MTFP) contains additional savings of £147m over the next five years. These savings were found across all the council's services. When the council approved the five year MTFP in February 2015, it was on the basis of considerable uncertainty due to the General Election and the direction of a government's policy. This may change the level of savings required.

One of the savings within the Schools and Learning service is on Early Years. However, at present there has been no consultation on how this will be achieved.

At the time of the budget setting report in February 2015, the forecast overspending was £3.5m. By the Year End Financial Budget Outturn report last month, the gross underspending was £13m. However, £8m of this was needed to complete projects that straddled the financial year, and the cabinet approved this amount to be carried forward. This left a net underspending of £5m, which the cabinet approved to be transferred to the Budget Equalisation Reserve. This is then available to support future years' budgets as the council rises to the financial challenge of increasing demand pressures and reducing government grants.

The increases in underspends within the Central Income and Expenditure budget referred to in the Council Overview and Scrutiny recommendation were forecast in the December budget monitoring report. This was considered by the cabinet at the same meeting as the Budget Report. In addition, that report highlighted the need to create a provision to meet the potential reclaim of the Fire fighter Pension Top Up Grant by the department for Communities and Local Government.

**David Hodge
Leader of the Council
26 May 2015**

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**MINUTES OF THE MEETING OF THE CABINET
HELD ON 23 JUNE 2015 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 Helyn Clack	* Mrs Linda Kemeny
Mrs Clare Curran	* Ms Denise Le Gal
*Mr Mel Few	*Mr Richard Walsh

Cabinet Associates:

Mrs Mary Angell	*Mrs Kay Hammond
*Mr Tim Evans	Mr Tony Samuels

* = Present

**PART ONE
IN PUBLIC**

125/15 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Mrs Angell, Mrs Curran and Mr Samuels.

126/15 MINUTES OF PREVIOUS MEETING: 26 MAY 2015 [Item 2]

The minutes of the meeting held on 26 May 2015 were confirmed and signed by the Chairman.

127/15 DECLARATIONS OF INTEREST [Item 3]

There were none.

128/15 PROCEDURAL MATTERS [Item 4]

a MEMBERS' QUESTIONS [Item 4a]

Questions from Mr Essex were received. The questions and responses are attached as Appendix 1.

Mr Essex requested further clarity in relation to the baseline for the Local Transport Review, as asked in the third part of his question. The Cabinet Member for Environment and Planning agreed to provide this information outside the meeting.

129/15 PUBLIC QUESTIONS [Item 4b]

No questions from members of the public were received.

130/15 PETITIONS [Item 4c]

- (i) Lingfield Library: A petition, with 294 signatures was received from Mrs Russell. The response, from the Cabinet Member for Localities and Community Wellbeing is attached as Appendix 2.

Mrs Russell expressed disappointment with the response and in particular, the proposed changes to the staffing of Lingfield Library. She asked about the travelling costs for staff of these proposed new arrangements and the Cabinet Member for Localities and Community Wellbeing agreed to provide a response on this outside the meeting.

- (ii) Surrey Wildlife Trust: A petition, with 420 signatures was received from Mr Paton. The response, from the Cabinet Member for Environment and Planning is attached as Appendix 3.

Mr Paton said that the purpose of his petition was to highlight concerns about nature interests which he believed would be compromised if SWT had to work with commercial sponsors to find new sources of funding. He cited examples of threats from proposed housing developments in part of the county. The Cabinet Member for Environment and Planning said that he would address the points raised by Mr Paton in his introduction to the report on the Surrey Wildlife Trust.

131/15 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

No representations were received.

132/15 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

No reports were received.

133/15 THE AGREEMENT WITH SURREY WILDLIFE TRUST FOR THE MANAGEMENT OF THE COUNTY COUNCIL'S COUNTRYSIDE ESTATE [Item 6]

Prior to the Cabinet Member introducing the report, Mr Harmer, as Chairman of the Economic Prosperity, Environment & Highways Board, was invited to address the Cabinet. He said that the Surrey Wildlife Trust had been scrutinised extensively by this Board and its review group. He agreed with the comments and concerns as set out in the Cabinet report and confirmed that the Board was supportive of the recommendations before the Cabinet today.

The Cabinet Member for Environment and Planning began by saying that, following the Surrey Wildlife Trust (SWT) report to Cabinet in December, this report outlined the next steps in the contract negotiations between Surrey County Council (SCC) and SWT.

Today's report provided an update on progress and sought approval to implement changes to the agreement to achieve the aims of the SWT being self funded by 2021 and would reduce the cost to Surrey residents to zero by 2021, whilst at the same time managing the countryside estate to the highest standards and ensuring that visitors were able to enjoy the wonderful countryside in Surrey. This was part of SCC's overall strategy to reduce costs at a time when the Council's budgets were under financial pressure.

He said that robust business plans to achieve income generating opportunities across the Estate would be brought to Cabinet in November and during the next five months considerable work between SWT and SCC would be required to develop these plans. The Economic Prosperity, Environment & Highways Board would continue to be involved in this work and a task group has been formed to assist this process. Also, a time frame was being drawn up so that milestones were met by October.

He said that the County Council would continue to work with Surrey Wildlife Trust to improve facilities for visitors and ensure maximum value for money for taxpayers and commercial opportunities, particularly at places like Newlands Corner and Oakham Common, were being considered.

He also informed Cabinet that Surrey was the most wooded county in England and that SWT were developing a woodland management strategy plan for the woodlands, which would not only protect the woodlands but also make them commercial.

Other additional plans for the Countryside Estate were developing its role in environmental education and improving the health and wellbeing of local communities, which would give the County Council the opportunity of working with SWT to link with the SCC strategic goals, particularly wellbeing and the resident's experience.

He considered that, achieving zero contribution was not solely based on commercial opportunities. SWT and SCC including Property Services were working to improve the overall efficiency of the estate, to reduce costs and by November 2015, a new five year Management Asset Plan would be completed and this would be a critical milestone for the partnership.

Also, to assist and monitor progress and compliance a new robust Governance model had been developed, which would ensure the following:

- an annual report to the County Council
- regular updates to the Economic Prosperity, Environment & Highways Board
- the ability to make quick changes, if needed

- an up to date inventory of the property and woodlands to enable the County Council to assess with SWT the best way to manage it
- a clear process for developing business cases and assessing them
- a new set of KPI's, to monitor SWT performance quarterly. (These would also be discussed at the Partnership meeting and at the Economic Prosperity, Environment &Highways Board meeting)

Finally, he drew attention to the annexes attached to the report, namely:

- Annex 1 - Financial Formula
- Annex 2 - Governance Arrangements
- Annex 3 - Asset Management Plan
- Annex 4 - Key Performance indicators

In conclusion, he said that he hoped his explanation had addressed the points of concern raised by Mr Paton, the petitioner.

Other Members made the following points:

- The new Governance Arrangements were more robust than those previously in place
- Detailed business plans would now be required
- That Surrey County Council would be working with SWT to deliver Value for Money for Surrey taxpayers
- SWT was a valuable financial and wildlife asset
- It was hoped that in the future, that SWT would make a profit
- Agreement that SCC needed to ensure that the wildlife was protected
- A need to encourage residents / visitors to walk / cycle / ride in the Surrey countryside
- There should be a firm understanding of what SWT does and that this report was timely.

RESOLVED:

1. That variations to the Agreement, and associated leases, relating to revised financial formula, governance arrangements, Asset Management Plan, performance management and woodland management, as described in paragraph 3-7 of the submitted report, and subject to the same variations being agreed by Surrey Wildlife Trust (SWT) Trustees in July 2015 be approved.
2. That the net contribution of Surrey County Council to the SWT Agreement be reduced to zero by 2020/2021; that the distribution of funds thereafter will be determined; and that a robust business plan be required to achieve this and be reported to Cabinet by November 2015; and that failure to implement recommendation 1 or 2 will lead to an immediate review of alternative methods of achieving value for money in the management of the Council's Countryside Estate.
3. That authority be delegated to the Strategic Director for Environment and Infrastructure, in consultation with the Cabinet Member for Environment and Planning, the Cabinet Member for Business Services and Resident Experience, the Director for Legal and Democratic

Services and the Head of Property Services, to enter into final negotiations with SWT to vary the Agreement.

Reasons for Decisions:

Approval of the recommendations will implement changes to the Agreement with SWT which improve its effectiveness, deliver improvements for visitors, aim to reduce the Council's contribution to zero by 2020/2021, and agree the distribution of funds thereafter.

134/15 SURREY COUNTY COUNCIL LOCAL TRANSPORT REVIEW [Item 7]

This report was presented by the Cabinet Member for Environment and Planning, who informed Members that the Medium Term Financial Plan (MTFP) included a requirement to make savings through a Local Transport Review of £2m by 2017/18 and this report set out proposals to achieve £840,000 savings in 2015/16, whilst at the same time maintaining services that residents relied on, which was and remained a challenging objective for the Council to achieve.

He said that the Surrey taxpayer currently subsidised half of the 29m bus journeys made in Surrey each year, which meant that 150 of the 200 services provided for residents were being subsidised.

He acknowledged that, whenever any reductions of bus services were made this would affect some residents and that was regretted. The report indicated that 234 passengers would be affected. However, officers had continued to work with the bus companies and a number of changes had been made since the report was published and therefore, he was pleased to report that number had now been reduced to 160 and officers would continue to work at reducing this further. He considered that this had been achieved by listening to residents and their representatives, and after the second consultation, talking to suppliers and being imaginative with solutions. He confirmed that these changes would not impact on the proposed savings of £840,000.

He publically thanked the excellent work led by the Travel and Transport Group Manager and his team and said that they have done a remarkable job in reducing the cost of the bus service to Surrey's council taxpayers, whilst protecting the integrity of the net network. He also thanked the Economic Prosperity, Environment & Highways Board, the Members' reference group and the Local Committees and Members who have made valuable contributions.

He said that the Local Transport Review had been established to deliver savings via three streams: (1) financial support to local buses, (ii) concessionary fares, (iii) community transport, and before any services were considered officers worked with the suppliers and managed to deliver annual savings in excess of £300,000 by renegotiating contracts and working with the operators to work smarter.

He also said that, twelve "School Special" public bus services had been commercialised and enhanced involving, in some cases, integration with certain Home-to-School "closed door" services provided by Children,

Schools & Families, which had also lead to future savings for the Education Transport budget. However, he acknowledged that there was more work necessary in this area to establish how further savings can be realised. Officers were continuing to look at other ways of working with operators in seeking to grow the commercial value of buses and were positive about the work with Surrey University.

Moving onto the second element of the review - concessionary fares, namely disabled people being allowed to use their bus pass before 9:30 and after 23:00 and the companion passes allowing these holders to have a companion to travel with them free of charge should continue. The cost of this provision was £400,000, however these two important services were valued by the holders and during the consultation the County Council was advised that if these concessions were withdrawn, it would cause real hardship to those holders so he recommended that this valuable service continued.

On the third element of the review, he said that the community transport review would start in July and would be a wide ranging review with a number of organisations and Borough, District and Parish colleagues.

He then explained the consultation process to Cabinet, saying that the recommendations had been drawn up following a wide reaching public consultation, which ran from October 2014 to February 2015 and during the consultation, the County Council had wanted to understand the following:

- How important bus and community transport services were to residents and how this would impact them if it was reduced or no longer there?
- What could be done to encourage more people to travel by bus/increase their bus travel?
- How important and valued the two extra SCC funded local concessions were to Surrey's qualifying English National Travel Scheme pass holders?

He said that over forty meetings were held with stakeholders from October 2014 to January 2015, including: community transport meetings, deaf forum, bus user groups, disability forums, youth forum, all Looked After Children and a number of parish councils. Overall, more than 6,800 residents and stakeholders had their say on the services that matter most to them, which had been a fantastic response.

The key findings were:

- More than 4 in 5 (85%) of respondents to the consultation considered the bus service that they used to either be important or very important to them. They said that they used buses to take them to/from shops/ schools/ colleges / university and work, to attend medical appointments, to visit friends and relatives and for leisure and recreational activities.
- That withdrawal of the locally funded free disabled travel before 09:30 or after 23:00 (Monday to Friday) and free companion passes could cause isolation, frustration, depression and greatly

reduce independence in an already vulnerable and disadvantaged community.

- More than 4 in 5 (83%) respondents to the consultation said that better information, improved infrastructure or if a better journey experience could be offered that they would increase their current bus travel or start to travel by bus.

From the findings, officers used the data to consider possible changes to routes and this information formed the basis of the second public consultation which ran from May to 16 June 2015 and gave residents and stakeholders an opportunity to feedback on the detailed proposals for changes to local bus services.

Over 1500 residents and stakeholders had their say during the second consultation. Since the consultation closed, four petitions objecting to the changes, as proposed in the report, have been received by the service and details of further refinements to bus service proposals were attached as Appendix 4.

A selection of these comments included:

- The proposal to change the route of the 557 (Woking-Chertsey-Sunbury-Heathrow Airport) and the 446 (Woking-Addlestone-Staines) could make it difficult for a number of people to access St Peter's Hospital direct.
- Reducing the route and frequency of the 564 (Whitley Village-Hersham-Walton-Xcel) could make less choice for some people to access medical appointments.
- A small number of respondents said the proposals to withdraw sections of the 526/527 (Crawley-Charlwood-Horley-Crawley) could limit their access to shopping and reduce options to travel by bus, although they would still have a service.
- In addition, many respondents agreed with some proposals, such as to:
 - increase the frequency of the 458 (Kingston-Walton-Staines)
 - change the route of 515 (Kingston-Cobham-Guildford) Sunday service
 - extend the route of 437 to Brooklands and the route of 555 to Hersham daily

Officers were continuing to review the comments from the second consultation and there may still be minor adjustments to those published.

Finally, he drew attention to the annexes attached to the report, namely:

Annex A - Community Transport Delivery Strategy

Annex B - First Consultation Summary Report

Annex C - Record of consultation events held in association with Bus Users UK

Annex D - Second Consultation Summary Report

Annex E - Table of proposed changes to local services from 29 August 2015

Annex F - Equality Impact assessment

Finally, he said that he believed that this consultation clearly demonstrated how Surrey County Council had engaged with residents and listened to their concerns, made changes to deliver value for money for residents and achieved the savings required.

Mr Harmer, Chairman of the Economic Prosperity, Environment & Highways Board was also invited to speak on this item and said that the Local Transport Review had been extensively considered by this Board. He praised the two stage consultation process and said that overall this was a good report and set of recommendations, which he considered would be acceptable to Surrey residents.

Other Members, including the Leader, made the following points:

- That, due to low passenger numbers, it was proposed to withdraw Bus No. 540 in the Leader's division
- The importance of providing rural bus services wherever possible
- The proposed termination of Bus No. 22 to villages south of Dorking on Saturdays would mean that some residents would no longer be able to travel to Dorking over the weekend
- Also, proposed changes to Buses 526/527 would mean that bus travel would no longer be possible between Gatwick Airport and Charlwood

[Addressing the previous two points, the Cabinet Member for Environment and Planning said that further consideration had led to a proposal for the Mole Valley Demand Responsive Service (Buses4U DRT) to be extended to operate on Saturdays.

For the 526/527, the local Bus team were continuing to discuss opportunities with operators to provide a peak hour service to connect Charlwood with Gatwick Airport, following the unexpected withdrawal of commercial service 40/50, and initial discussions had concluded this could be achieved but at a cost because these journeys would not be commercially viable and additional subsidy support would be required.

He said that officers would continue reviewing the comments from the second consultation and discuss with key stakeholders, including Gatwick Airport to explore any opportunities that may arise which may result in minor adjustments being made that are affordable and value for money.]

- That there was a thorough Equalities Impact Assessment attached to the report, which had addressed the concerns arising from both consultations – this indicated that work was on-going to mitigate the effect, particularly for those residents with protected characteristics
- Confirmation that the respondents were 'different' for each consultation
- Pleased that following further discussions with Abellio and the Hospital Trust that the bus link to St Peter's Hospital on route 446 would be modified and extended to Ashford Hospital and therefore, the link between the two hospitals would be preserved

- All Members needed to be informed of the cost of the bus subsidies in their divisions
- Consider ways of trying to encourage residents to use the buses in their areas
- Finally, the Leader was pleased that the Council had been able to retain the valued Concessionary Fare Scheme.

RESOLVED:

Following the Local Transport Review report to Cabinet on 23 September 2014, it is recommended that Cabinet:

1. That the proposed changes to local bus services in Surrey, as detailed in Annex E of the submitted report be approved, and authority be delegated to the Cabinet Member for Environment and Planning and the Strategic Director for Environment & Infrastructure, to agree any minor adjustments before these changes take effect from 29 August 2015.
2. That Surrey County Council retains its policy in relation to concessionary fares as described in paragraph 3 of the submitted report.
3. That the Cabinet Member for Environment and Planning and the Strategic Director for Environment and Infrastructure report back to Cabinet on the consideration of further proposals for change to local bus services in Surrey in the financial years 2016/17 and 2017/18.

Reasons for Decisions:

These recommendations will enable SCC to achieve the required savings needed from the Local Transport Review, as outlined in the MTFP. It will also ensure that Cabinet is kept fully informed throughout, and can take decisions on changes based on best practice and best value in subsequent years of the review.

Recommendations for change are based on:

- Responses to two public consultations.
- Full understanding of the impact on the changes to the public (including those with protected characteristics) and the environment.
- Maintaining services that residents rely on the most such as services that get people to employment, healthcare, school and essential shopping.
- A funding arrangement with partners that is financially sustainable in the long term.

135/15 ANNUAL GOVERNANCE STATEMENT 2014/15 [Item 8]

The Cabinet Member for Business Services and Resident Experience said that Surrey County Council had a statutory duty under the Accounts and Audit (England) Regulations 2011 to publish an Annual Governance Statement (AGS). The AGS provided a comprehensive assessment of the Council's

governance arrangements and once signed by the Leader of the Council and the Chief Executive, the AGS would be incorporated into the Statement of Accounts and the Annual Report.

The annual review of governance was overseen by the Governance Panel which met four times a year and reported to the Statutory Responsibilities Network and the Audit & Governance Committee. She said that the Corporate Strategy, Confident in Surrey's Future provided clear direction for staff as well as a signpost for residents, businesses and partner organisations, which was underpinned by the Medium Term Financial Plan, the Investment Strategy and Service Plans.

She highlighted aspects of Leadership and behaviours within the Council and also the staff and Members' Code of Conduct, which set out the expected high standards of conduct. She also drew attention to the Annual Report produced by the Council which demonstrated the delivery of priorities over the year and included the AGS and summary audited accounts.

She mentioned the Council's risk management strategy which was renewed annually and also the Leadership Risk Register – also regularly reviewed by the Statutory Responsibilities Network, the Audit & Governance Committee and Cabinet.

On the People Strategy, she said that it set out the Council's aims and objectives in relation to employees and the wider workforce, including volunteers, charities and members of the public who help the Council to help residents.

On engagement and collaboration, she highlighted the creation of two new companies in 2014/15: (i) Surrey Choices Ltd for delivery of Adult Social Care day services and (ii) a Property Company. She also made reference to examples of 'working together' namely, the Surrey County Council and East Sussex County Council business and support services partnership known as Orbis and also the Surrey County Council and Buckinghamshire County Council joint trading standards service.

Finally, she drew attention to the areas where governance arrangements needed to be enhanced in 2015/16, namely the Children's and Safeguarding Service and Contract Management and said that the focus for 2015/16 would include these and also the implementation of new duties incorporated in the Care Act and working with partners on the Better Care Plan.

RESOLVED:

1. That the 2014/15 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 a responsive approach to addressing those issues is viewed as best practice.

136/15 FINANCE AND BUDGET MONITORING REPORT FOR MAY 2015 [Item 9]

The Leader of the Council presented the first budget monitoring report for the new financial year 2015/16 and said that the Council continued to face hard choices as demand grew and funding reductions continued.

He highlighted the following key changes to the report.

- It was shorter, with comments focusing on matters that were significant at county council level.
- Table 1 set out the current budget, including funding and spending changes for carry forwards and adjustments for other movements. The impact of these changes on the overall net budget was that the County Council would still draw £3.7m this year from the Budget Equalisation Reserve.
- Reporting showed performance for each service.

As he has said before, the Council's financial strategy had four key drivers to ensure sound governance to manage the finances and provide value for money.

These were:

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

Currently the forecast for the end of year revenue position was for an overspend of £1.8m. However, although it was early in the year, he considered that, provided the Council received its budgeted funding, he was confident that the Cabinet's strong commitment to tight financial management, backed up by the actions of managers across the Council would make this the sixth consecutive year that the Council would have a small underspend or a balanced budget.

2. Continuously drive the efficiency agenda

That, at the end of May, services forecast delivering efficiencies of nearly £67m - of this, over £20m had either already been implemented or was on track, £29m had some issues, £17m was additional in-year or one-off savings and less than £0.5m was considered to be at risk.

3. 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 Council's budgets over the longer term and the Revolving Infrastructure and Investment Fund had invested nearly £8m this year and forecast investing another £10m by the year end.

4. To continue to maximise investment in Surrey

Finally, he said that the Council's capital programme not only improved and maintained the Council's services and it was also a way of investing in Surrey and generating income for the council.

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 report be noted, including the following:

1. the council's forecast revenue position for 2015/16 is to overspend by £1.8m, as set out in Annex 1, paragraph 1 of the submitted report.
2. the council's forecast achievement of efficiencies for 2015/16 is £66.5m, as set out in Annex 1, paragraph 25 of the submitted report.
3. the council's forecast capital expenditure for 2015/16, including long term investments, is £189.1m, as set out in Annex 1, paragraphs 33 and 34 of the submitted report.
4. services' management actions to mitigate any significant overspends, as set out in Annex 1 of the submitted report be noted.

That the following virements be approved:

- £1.0m revenue virement from the Economic Prosperity budget to budgets across Environment & Infrastructure Directorate to enable preparatory work on Local Growth Deal schemes to continue, as detailed in Annex 1, paragraph 14 of the submitted report.
- £0.7m revenue virement from the Central HR Training Budget to most services to allocate service specific training budgets for 2015/16, as detailed in Annex 1, paragraph 15 of the submitted report.
- £0.75m capital virement from highway maintenance to additional flooding and drainage and embankment works, as detailed in Annex 1, paragraph 35 of the submitted report.
- £22.3m capital virement to reprofile of 2015/16 capital spending into future years, while maintaining the council's overall investment over the five year programme, as detailed in Annex 1, paragraph 36 of the submitted report.

Reasons for Decisions:

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

137/15 CONFIDENT IN SURREY'S FUTURE: EQUALITY, FAIRNESS AND RESPECT STRATEGY 2015 - 2020 [Item 10]

Introducing the report, the Cabinet Member for Business Services and Resident Experience said that, following approval of the Council's Corporate by the County Council in February 2015, this Strategy had been refreshed to align with the Council's Corporate Strategy, *Confident in Surrey's Future: Corporate Strategy 2015-2020* in order to help achieve the Council's three strategic goals of wellbeing, economic prosperity and resident experience. The refresh had focussed first on the evidence base of the needs of Surrey residents with protected characteristics.

The Cabinet Team were supportive of the strategy, particularly the clear and simple one page format of Confident in Surrey's Future, Equality, Fairness and Respect Strategy 2015 – 2020.

It was also confirmed that the strategy had been considered at the Council Overview Board and had been endorsed by it. Also, referring to the Looked after Children implications, the Cabinet Member for Highways, Transport and Flooding reminded Members that every elected Member had signed up to being a corporate parent.

RESOLVED:

That the Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020 be approved and that progress towards its priorities be reported on an annual basis through the Council's corporate performance reporting arrangements.

Reasons for Decisions:

Approving *Confident in Surrey's Future: Equality, Fairness and Respect Strategy 2015-2020* will support the delivery of the Council's commitment to ensure best practice in equality, fairness and respect, in the services it provides and in its workforce. It will also ensure that statutory requirements for the publication of equality objectives continue to be met.

138/15 NEW BUILD SPELTHORNE FIRE STATION [Item 11]

The Cabinet Member for Localities and Communities Wellbeing said that a decision had been taken by Cabinet on 4 February 2014 to close Sunbury and Staines fire stations and to build a new fire station at a suitable location in Spelthorne and this paper related to the building of a new fire station in Spelthorne and sought approval to release capital funds from within the Medium Term Financial Plan (MTFP), as detailed in the confidential part 2 report, to be considered later in the meeting.

He said that Surrey County Council was investing in the Surrey Fire & Rescue Service (SF&R) and this new build was another example of the Council investment – other new fire stations had been built or were in the process of being built in Guildford, Woking and Salfords.

He confirmed that an Equalities Impact Assessment had been included with 4 February 2014 report and there were no known changes since then that would affect this decision.

The Cabinet Associate for Community Safety emphasised that SF&R facilities were for the benefit of the entire county and the location of fire stations assisted in this strategy. She also said that the fire station undertook a great deal of preventative work which had enabled the County to deliver a good service for Surrey residents.

Finally, the Cabinet Member for Business Services and Resident Experience confirmed that the new building would be contemporary and efficient.

RESOLVED:

That, subject to the agreement of the detailed financial information for the project, as set out in agenda item 14 in Part 2 of the agenda, the business case for the provision of a new fire station in Spelthorne be approved.

Reasons for Decisions:

A new build fire station in Spelthorne will achieve the outcomes desired in the Surrey Fire and Rescue Authority's Public Safety Plan 2011 – 2020 by providing modern, efficient, low cost premises that are Disability Discrimination Act compliant and meeting equality and diversity needs with suitable operational training facilities to meet modern fire service duties. In addition, it will enable the Service to achieve the associated efficiency savings built into the MTFP resulting from the consolidation of the two fire stations into one.

139/15 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 12]

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.

140/15 EXCLUSION OF THE PUBLIC [Item 13]

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.

141/15 NEW BUILD SPELTHORNE FIRE STATION [Item 14]

This Part 2 report contained the financial and value for money information relating to item 11.

RESOLVED:

That the release of up to a maximum figure, as set out in the submitted report, for the overall budget for delivery of the project be authorised.

Reasons for Decisions:

A decision was taken by Cabinet on 4 February 2014 to close Sunbury and Staines fire stations and to build a new fire station at a suitable location in Spelthorne. A new build fire station in Spelthorne will achieve the outcomes desired in the Surrey Fire and Rescue Authority's Public Safety Plan 2011 – 2020 by providing modern, efficient, low cost premises that are Disability Discrimination Act compliant, meeting equality and diversity needs with suitable operational training facilities to meet modern fire service duties. In addition, it will enable the Service to achieve the associated efficiency savings built into the MTFP resulting from the consolidation of the two fire stations into one.

142/15 PUBLICITY FOR PART 2 ITEMS [Item 15]

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

[Meeting closed at 3.45pm]

Chairman

Member's Question

Question from Mr Jonathan Essex (Redhill East) to ask:

1. The first Local Transport Review resulted in a host of measures being proposed by bus users in Surrey to improve Surrey's bus travel, which are clearly prioritised and set out in the Cabinet report. Please can you confirm how these set of positive suggestions will be taken forward with 'invest to save' proposals across Surrey (or similar) as opposed to being limited to specific capital funding bids such as the excellent news of an improved bus corridor between Redhill, Reigate and Horley announced recently. What will the time scale for considering these positive opportunities to make savings through improving the service level be considered.

Could you please confirm when the consultation for the further bus budget savings is expected to focus on these elements to avoid the need to impact even more bus routes in the two subsequent parts of this Local Transport Review are proposed in 2016 and 2017.

2. The number of passengers affected of 234 appears to assume that the average user uses a bus 5 times a week. Please can you confirm the total number of people that are likely to be affected by the changes.
3. Surrey's Local Transport Plan (published July 2014 – see Executive Summary at http://new.surreycc.gov.uk/_data/assets/pdf_file/0009/29898/STP-Executive-Summary-2014.pdf) includes an objective for Sustainable Transport (to provide an integrated transport system that protects the environment, keeps people healthy and provides for lower carbon transport choices) alongside objectives to improve the effectiveness, reliability and safety of transport in Surrey. This implies a greater role for sustainable travel options, including bus travel in the future, with this taking a greater share of transport on Surrey roads, thereby reducing congestion. Please can you confirm if this understanding is correct and also whether the impact of the Local Transport Review has as its baseline an increase in annual use of bus travel or maintaining bus travel as the same percentage of total transport on Surrey's roads, and how the chosen baseline sits with the Surrey Local Transport Plan commitments.
4. Some of the bus changes will require passengers to change journeys and use separate buses to complete their journey. With the current ticketing arrangements this will be more expensive. Please can you confirm that through-ticketing is being considered by Surrey to ensure that impact of the proposed changes are minimised, as well as to encourage increased bus use in Surrey.

Reply:

The responses are in the same order as the questions:

1. Surrey County Council will work in partnership with our bus operators and other stakeholders, including large businesses, Boroughs/Districts, hospitals, the rail industry and others, to deliver improvements to bus services in Surrey. The focus of this work will be to increase attractiveness of bus services, enhance reliability, encourage greater usage and support a sustainable and realistic alternative to the private car, delivered through Quality Partnership Agreements and Joint Investment Plans. The impact of these schemes will be monitored and will assist the shaping of Local Transport Review proposals in 2016 and 2017.
2. Based on current usage pattern data supplied by bus operators, the figure of 234 relates to the estimated number of people on average on a weekday that could be impacted by the changes as currently tabled in the report, some of which are to be amended. The majority of this number would result from a requirement to change buses to reach certain destinations, rather than having no bus service at all. If a required journey can still be accomplished within the new timetables, there may be no impact, thus it is not straightforward to suggest a figure for the people actually individually affected, rather than perceived to be.
- 3) Surrey's Local Transport Plan contains a broad range of objectives (which still remain valid) and to support them, the Local Transport Review has sought to maintain where possible the primary bus network and to enhance frequencies in certain cases , whilst being mindful of the affordability of securing those services not deemed commercially viable by the bus industry. The Review seeks to focus available investment to obtain the best value and maximum benefit for Surrey residents. Prioritising and working to enhance the main commercial bus network will contribute to these objectives, alongside the delivery of capital funding for infrastructure and information improvements. The outcome of the current Bus Review is expected to be similar to the one undertaken in 2010-2012, whereby overall patronage loss and environmental impact was minimal.
- 4) Ticketing arrangements are matters for the bus operators. Already, some offer multi-journey products that give a discount over purchasing two separate fares. Surrey County Council is encouraging consideration of through ticketing in those cases where significant demand manifests itself for a through fare with a change of bus, where a current direct link may be severed. The Council welcomes the availability of multi-journey and flexible ticketing offers, to encourage increased bus patronage.

Mr Mike Goodman
Cabinet Member for Environment and Planning
23 June 2015

RESPONSE TO PETITION

The Petition concerning ‘Lingfield Library’

It states: 'We the undersigned, would like to register our dismay at the proposed changes to the staffing of Lingfield Library, and ask the Library service to re-consider its decision to remove them.'

Details of petition:

We believe Surrey County Council (SCC) misled us with their statement at the public meeting last June that Lingfield Library, with its current staff, would stay as it is for one year after the new trust is set up, to enable the trust to pursue ways of paying staff from funds.

We understand that Lingfield will have no continuity of staff as we are single manned and both staff will be relocated.

No one from the library service would surely opt for Lingfield as their base for one year unless they have a guarantee of a placement elsewhere at the end of that year. They would also be taking on extra responsibilities as our library assistant does now, as a lower grade.

The security of the building and its contents will be a major concern.

Has SCC considered borrowers with special needs? We have borrowers who rely on the staff to help them choose or obtain the reading material they prefer. Some are afraid to deal with 'new' people, preferring to wait until either of the staff they recognise is on duty if relief staff are in. Familiarity and continuity are vital for such people.

Do the senior library service staff have any first hand knowledge of our library? The relationship between staff and users, the ambience and social atmosphere. Do they even care?

Submitted by Mrs Rita Russell

Signatures: 294

Response

Surrey County Council has not misled residents. A meeting of Cabinet 24 July 2012 decided that Lingfield Library was one of ten libraries that would become a Community Partnered Library. At the public meeting last June, the Leader committed SCC to retaining the status of Lingfield as an SCC managed library until one year after the establishment of arrangements for the new Trust to take over responsibility for the building. The decision regarding this arrangement was taken by the Leader on 9 June 2015. The Leader was happy to take this decision because of the success of the already established Community Partnered Libraries in Surrey. That commitment included continuing to provide staff from the library service to run the library. In the

meantime (and this position was discussed by SCC in the negotiations with the prospective trustees) Lingfield Library remains managed by the Surrey County Council library service as part of the directly managed library network and therefore included in the operational review of the library service.

One of the aims of the Library Review is to improve training and development opportunities for staff so that libraries can continue to improve the service offered to residents and can deliver on SCC's priorities, particularly to help people live and age well, to promote volunteering in building community resilience and to expand the range of services available locally. The Review is county-wide and will give all staff the broader experience of other libraries serving other communities so that all libraries can progressively improve - to the benefit of all residents

Across the library service as a whole there is recognition that members of the community with special characteristics require additional support and care to get the most from their library. This was recognised both in the Equality Impact Assessment (EIA) for community partnered libraries in 2012 and in the EIA for the library review in 2014 and is reflected in training and customer care guidance for staff across the service as a whole. Feedback on library staff is very positive across the whole service.

The library service operates from a wide range of premises (including a number of listed buildings) and within the everyday role of library managers, there is always responsibility for the security of the building and on site property and valuables. New staff will be properly inducted and be under the same guidance and supervision as current staff.

The library service will continue to provide appropriately trained staff for Lingfield Library. Library staff throughout the service have the training, skills, sensitivity and customer service skills to deal with people with a variety of needs and characteristics, and knowledge of the wider library service and its range of over 100 services will help library users at Lingfield. Staff will be provided who will work regularly at Lingfield - but working in rotation as required rather than permanently based there - and will soon build appropriate relationships with library users. Developing good relationships with library users and the community is part of the job of every member of the library staff.

**Mr Richard Walsh
Cabinet Member for Localities and Community Wellbeing
23 June 2015**

Appendix 3

RESPONSE TO PETITION

The Petition

To ensure the independence of Surrey Wildlife Trust (SWT) and its ability to protect the County's Wildlife and its habitats by continuing to provide adequate funding for SWT's activities in managing social assets on behalf of the Community such as Special Protection Areas.

Details of petition:

The Surrey Advertiser has reported that the County Council has plans to withdraw all County funding from Surrey Wildlife Trust over the period to 2021. This may require SWT to work with commercial sponsors and supporters to find new sources of funding which has the potential to compromise its independence and conflict with its role as manager of Special Protection Areas within the Thames Basin Heaths. Surrey Wildlife Trust's website states, 'SWT is the only organisation concerned solely with the conservation of all forms of wildlife in Surrey.' The Wildlife Trusts website states, 'The Wildlife Trusts want to help nature to recover from the decline that for decades has been the staple diet of scientific studies and news stories. We believe passionately that wildlife and natural processes need to have space to thrive, beyond designated nature reserves and other protected sites.' Wildlife habitats across the County face the constant threat of encroachment by new development. Surrey needs an organisation which can champion the interests of Nature. Withdrawal of funding from SWT is inconsistent with SCC's pledge to protect the Green Belt.

Submitted by Mr Ben Paton

Signatures: 420

Response

I understand the well intended motivation of Mr Paton and those who subscribed to the petition. However, I do not agree that the county council's proposals are in any way inconsistent with our enduring pledge to protect the Green Belt; on the contrary they are aimed at enhancing the contribution that our countryside makes to this valuable asset.

The County Council is well aware of the value of the Countryside Estate as it relates to the immediate benefits of wildlife and habitat protection, and the wider benefits to public health and Surrey's unique and vital economy and enshrined this in the Agreement with SWT.

The proposed changes to the long term Agreement with Surrey Wildlife Trust have been jointly developed based on sound principles which recognise the wider aims and objectives of both organisations.

Our work with the Wildlife Trust has shown the Agreement can work effectively, with reducing levels of financial support from the County Council,

provided that we work collaboratively, have strong governance arrangements in place and develop clear plans.

SCC has statutory responsibilities towards the Countryside Estate including rights of way and nature conservation. (The Estate is protected by a range of designations including SPA (Special Protection Area), SAC (Special Area for Conservation), SSSI (Sites of Special Scientific Interest) and the AONB (Surrey Hills Area of Outstanding Natural Beauty). These designations attract a modest amount of grant but in order to conserve them at the level these designations require, further sources of funding need to be attracted, including working with other organisations to bid for funding.

SWT as a charity is protected under the agreement if it is not able to generate the income needed to manage the Estate.

I will present detailed plans describing how the Agreement will be revised to achieve these objectives to the Cabinet later in the meeting, similarly the Wildlife Trust will present the changes to their Council in July.

I trust that the signatories to the petition are reassured by this response.

Mr Mike Goodman
Cabinet Member for Environment and Planning
23 June 2015

Appendix 4

Surrey County Council Local Transport Review

Meeting of Cabinet, 23 June 2015

Petitions and Further Refinement of Local Bus Services

1. Following the closure of both the first consultation in February and the second consultation in June four petitions have been received relating to specific bus service changes. Although all four petitions missed the consultation deadline and the formal deadline for reporting to Cabinet, given that key decisions are to be taken on bus services by Cabinet it is important that the views of residents are not lost, but are heard and listened too.
2. A summary of the four petitions and what we are doing is set out below.
3. In addition, further refinement of bus service proposals has taken place following continued discussion with bus operators and key stakeholders, as noted below. Officers continue to review the comments from the second consultation and there may still be minor adjustments to those published.

Petition - Bus Route 22

4. A petition has been received from residents of Mole Valley and their representatives, with 187 signatures.
5. The key objection raised is the removal of the 22 bus service on a Saturday as it would isolate several communities in the south of Mole Valley District.
6. In considering this, it is proposed that the Mole Valley Demand Responsive Service (Buses4U DRT) will be extended to operate on Saturdays. Residents who currently use Metrobus service 22, from areas not served by conventional bus services such as Newdigate, Leigh, Chart Downs, Sutton Abinger, Holmbury St Mary and Abinger Common, will be able to book journeys in advance on the DRT service by phoning the call centre. The service will be operated by East Surrey Rural Transport Partnership who operate the Monday to Friday DRT service in Mole Valley. The service will be open to all Mole Valley residents who don't have access to other bus services and will provide an alternative for the Metrobus service 22 whilst also providing new transport opportunities.
7. Publicity will be produced in advance of the service starting and will be sent out to Members, Parish Councils, Resident Groups etc who can assist in publicising the service by including information in any newsletters and on websites.

Petition - Bus Route 557 (Shepperton)

8. A petition has been received from residents of Shepperton and their representatives, which has 415 signatures.
9. The key objection raised is that the direct bus from Shepperton to St. Peter's Hospital would be broken, requiring a change of bus en-route.
10. In response we have worked hard with the operator of this service, Abellio to develop a revised route for service 557 so that it can include St. Peter's Hospital and maintain the direct link, whilst still making a saving in subsidy. The modified 557 would also retain a direct hospital link from Sunbury, New Haw, West Byfleet and Sheerwater.
11. Agreement with Abellio should be confirmed shortly, securing a revised 557 for a further year. Officers will work with local communities and Members to grow patronage on this route. However, if the patronage to and from the hospital from these locations does not increase we may have to review the service again in 2016.

Petition - Bus Route 557 (Stanwell Moor)

12. A petition has been received from residents of Stanwell Moor and their representatives, which has 691 signatures.
13. The key objection raised is that the changes would mean residents having to walk to a bus stop across a busy dual carriageway to access key local bus services.
14. The Cabinet Member, accompanied by Officers met County Councillor Robert Evans and Borough Councillor Sue Doran in the village on Friday 19 June. A tour of the village and discussion of issues with several residents took place. It is recognised by all that the 557 service is not well used by residents of the village. An average daily total of only 8 return journeys are undertaken on the 557 from the village itself. Yet local bus access to key services is an issue. What residents would like is the resumption of Abellio's commercial service of 441 through the village.
15. However, there is no easy solution. Officers will discuss the 441 situation with Abellio again and determine if any alternative options are available.

Petition - Bus Route 564

16. A petition has been received from residents of Walton on Thames and other locations. The petition has 371 signatures.
17. The key objection raised is the withdrawal of the service between Walton town centre, Vicarage Fields Estate and Xcel Centre, with replacement by a less-frequent service 400 on Mondays to Fridays only.
18. The proposal to run service 564 between Whiteley Village and Walton town centre every 60 minutes on Mondays to Saturdays, is to be modified so that the full route is restored Mondays to Saturdays, but operating every 70 minutes through the day.

Bus Links to St Peter's Hospital

19. Following further discussions with Abellio and the Hospital Trust, on route 446, Abellio has agreed to modify their proposed hourly daily commercial service 446 (Woking-St. Peter's Hospital-Staines) by extending it to Ashford Hospital at no cost to the Council. This will preserve the link between the two hospitals which is currently provided by service 557.
20. Working with Abellio we will begin a joint initiative with the Ashford-St. Peter's Hospital Trust to promote all bus travel options to both hospitals, with the aim of growing patronage and helping services to be more sustainable in the longer term.