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Agenda and Reports
for the meeting of
THE COUNTY COUNCIL
to be held on
11 OCTOBER 2016

County Hall
Kingston upon Thames
Surrey

Monday, 3 October 2016

TO THE MEMBERS OF SURREY COUNTY COUNCIL

SUMMONS TO MEETING

You are hereby summoned to attend the meeting of the Council to be held in the Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN, on Tuesday, 11 October 2016, 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. Rev. Dr Stefan Collier from Christ Church in Esher has kindly consented to officiate. If any Members wish to take time for reflection, meditation, alternative worship or other such practice prior to the start of the meeting, alternative space can be arranged on request by contacting Democratic Services.*

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

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

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

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

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

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

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES

(Pages 1
- 16)

To confirm the minutes of the meeting of the Council held on 12 July 2016.

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

3 ELECTION OF COUNTY COUNCILLOR

The Chief Executive formally to report the election of a new County Councillor for the Farnham South division at the election held on 18 August 2016.

4 CHAIRMAN'S ANNOUNCEMENTS

The Chairman to report.

5 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- 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)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

6 LEADER'S STATEMENT

The Leader to make a statement.

There will be an opportunity for Members to make comments and ask questions.

7 SURREY COUNTY COUNCIL PROGRESS REPORT

(Pages
17 - 84)

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

8 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 5 October 2016).

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.

9 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 10 October 2016).

10 ORIGINAL MOTIONS

ITEM 10(i)

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

Council recognises:

- i) the important role that the County Council's youth centres have to play in providing positive activities and support for young people to help overcome their problems, as well as a safe space for them to meet and socialise
- ii) the role that youth centres play in providing early help and preventative support for children and young people that Ofsted has identified as lacking in Surrey, following its report into Surrey's Childrens' Services published in June 2015

Council regrets:

- i) the poor use of County Council resources in maintaining youth centres that are closed for many hours a week and the reduction in budget that the Youth Service has suffered in recent years

Council calls for:

The Cabinet Member for Children and Families Wellbeing to urgently review Youth Service provision in the county with a view to extending youth centre opening hours where appropriate, and consideration being given to either voluntary providers or other community organisations sharing buildings so that greater and more efficient use is made of County Council resources.

ITEM 10(ii)

Mr Jonathan Essex (Redhill East) to move under Standing Order 11 as follows:

Restoration-led Minerals Planning

This Council notes that Surrey County Council is now recognised by the minerals industry, the nature conservation organisations and other councils as being a lead in best practice achieved through restoration-led planning and enhancement of mineral sites.

This Council believes that it is vital that such full restoration following mineral operation, as a temporary use of sites, is an important part of the way we plan to protect and enhance our Green Belt and countryside going into the future.

This Council agrees to ensuring such proactive approaches and high standards are supported and sustained on all sites across Surrey County Council in the future.

11 REPORT OF THE CABINET

(Pages
85 - 122)

To receive the report of the meeting of the Cabinet held on 14 July and 20 September 2016 and:

- (i) to agree the recommendations in respect of the formation of the Spelthorne Joint Committee.
- (ii) Financial Sustainability and Budget Planning 2017 – 2022:
Following this report being presented to Cabinet on 20 September 2016, the Cabinet would welcome the views of Members, prior to the Leader of the Council taking a decision on whether to accept or decline the Government's four year settlement offer. The Council's Constitution makes provision for this, under Standing Order 8.2(c).

12 APPOINTMENT OF CHAIRMAN FOR SPELTHORNE JOINT COMMITTEE

To appoint the Chairman for Spelthorne Joint Committee, with effect from 1 December 2016 and for the remainder of this Council Year.

- | | | |
|-----------|--|-------------------------|
| 13 | APPOINTING AN EXTERNAL AUDITOR | (Pages
123 -
126) |
| | This report sets out the changes to the arrangements for the appointment of the council's external auditors. County Council is required to approve the decision on how the council will appoint its external auditor from the 2018/19 financial year. The report recommends that the Council's external auditor is appointed through opting into the sector-led appointment. | |
| 14 | APPOINTMENT OF INDEPENDENT REMUNERATION PANEL | (Pages
127 -
130) |
| | To ratify the appointment of members of the Council's Independent Remuneration Panel and agree its Terms of Reference. | |
| 15 | WELLBEING AND HEALTH SCRUTINY BOARD | (Pages
131 -
134) |
| | To receive an update from the Chairman of the Wellbeing and Health Scrutiny Board. | |
| 16 | MINUTES OF THE MEETINGS OF THE CABINET | (Pages
135 -
170) |
| | 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 10 October 2016. | |

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

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COUNTY COUNCIL**COUNCIL MEETING - 12 JULY 2016**

MINUTES of the meeting of the Council held at the Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN on 12 July 2016 commencing at 10.00 am, the Council being constituted as follows:

Sally Marks (Chairman)

Nick Skellett CBE (Vice-Chairman)

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

*absent

39/16 APOLOGIES FOR ABSENCE [Item 1]

Apologies for absence were received from Nikki Barton, Graham Ellwood, Mel Few, David Goodwin, Linda Kemeny, Colin Kemp, Peter Martin, John Orrick, Fiona White, Richard Wilson, Alan Young and Victoria Young.

40/16 MINUTES [Item 2]

The minutes of the meeting of the County Council held on 17 May 2016 were submitted, confirmed and signed.

41/16 CHAIRMAN'S ANNOUNCEMENTS [Item 3]

The Chairman made the following announcements:

She informed Members of the recent deaths of former county councillors:

- Mr Graham Lambert, who was the County Councillor for Frimley Green and Mytchett from 1981 to 1985, had passed away on 16 May.
- Mrs Elizabeth Compton, who was the County Councillor for St John's and Brookwood from 1997 until 2011, had passed away on 30 June.
- Mr Jim Smith, who was the County Councillor for Bookham and Fetcham West from 1997 until 2009, had passed away on 28 June.

Members stood in silent tribute.

Recent events that were mentioned were:

- HM Queen's celebration – County Service at Guildford Cathedral
- Local Government lunch with the new Mayor and Chairmen of Surrey
- SCC Long Service Awards
- Cross Border Military meeting with LGA
- Launch of Lingfield Community Library
- 'Over the Top' Battle of the Somme commemoration
- Kent, Surrey and Sussex Air Ambulance Trust event at Loseley Park

Clare Curran and Paul Bowen recently attended a Duke of Edinburgh event held at Buckingham Palace. At the event a plaque was awarded to the County Council in recognition of our status as a long-standing Department of Education (DofE) licensed organisation. The Chairman presented the award to Clare and to Frances Trench, who has worked in the county's DofE team for more than 30 years.

Her Majesty the Queen's Birthday Honours List 2016 and the Queen's Awards for Voluntary Service – the full lists were included within the agenda. However, the Chairman drew attention to the honours received by:

- Wendy Varcoe, Executive Director, Community Foundation for Surrey
- John and Wendy Palczynski, Surrey foster carers

On behalf of the County Council, the Chairman congratulated the Chief Executive and his wife on their recent wedding.

Attention was drawn to David Munro's resignation as County Councillor for Farnham South, which took effect on 23 June.

42/16 DECLARATIONS OF INTEREST [Item 4]

Mr Will Forster declared a non-pecuniary interest in items 6.1, 6.2 and 8(ii) as he was employed as a staff member for a Member of the European Parliament.

Mr Robert Evans declared a non-pecuniary interest in item 8(ii) as he was a lecturer at Royal Holloway College.

43/16 LEADER'S STATEMENT [Item 5]

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

Members raised the following topics:

- Issues regarding gaps in the budget and a lack of ideas on how to make further savings.
- Requesting that the new Police Crime Commissioner provides more mobile speed cameras.
- Hope that the new PM listens to the public following Brexit.
- That local government members and officers will have a role following any devolution.
- That everyone actively encourages people to foster children in care.
- Rail transport issues and try to get better service and look at franchises with a view to having more control over who gets them and how to take them away if they don't perform.
- Tribute paid to volunteers around the county.

44/16 MEMBERS' QUESTION TIME [Item 6]

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

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

(Q1) Mrs Coleman asked if the county council would work with the boroughs, Network Rail and the train operators in looking at issues of commuter parking/traffic.

Mrs Turner-Stewart asked that the Cabinet Member bear in mind the Magna Carta site, which is close to zone 6, and to negotiate its inclusion in zone 6.

Mr Pitt asked if a Cabinet Member could sit on the Blackwater Valley Advisory Committee to increase its status, which he felt was lacking, especially considering that council officers, bus and train operators all attended the meetings regularly.

Mr Essex asked that stations outside of zone 6 also be considered as, for example, stations up to Gatwick had more expensive ticket prices than those inside zone 6. The Cabinet Member responded that there needed to be a business case for including any area in zone 6 and that he would continue to work with transport operators. He said that parking was not an easy problem to resolve and that he would like to see more buses linking up with stations. He also stated that it was not appropriate for a Cabinet Member to sit on the Blackwater Valley Advisory Committee but that with the work taking place, of which this group was a part, many improvements had taken place. He understood the issue of franchises and would

continue to work with transport operators and boroughs to improve the service for residents.

(Q2) Mrs Watson was disappointed with the Cabinet Member's written response to her question and asked that she be given details of EU funding that the county council currently received.

Mrs Searle sought assurances that charities would be kept in mind for future funding as a response to the withdrawal of any EU funding they received. The Leader said that details of EU funding were in the council budget book and would have this extracted and sent to Mrs Watson. He also said that the Secretary of State believes that whatever EU funding is currently being used to fund local areas should be redirected through to councils.

(Q4) Mr Cooksey asked for details of the roads where night lighting would be reduced and sought clarification regarding residents and members having an opportunity to have their say on proposals.

Mr Harrison requested details of savings gained by cutting night lighting.

The Leader asked if the Cabinet Member would agree that Mr Cooksey did not understand the budget pressures that the council was under.

The Cabinet Member responded that dimmed lights had been used in certain areas for the past two and a half years with no comments or problems. He confirmed that there would be full consultation. £240k of savings were sought for this year but that would not be achieved due to the consultation. He said the Liberal Democrats had not made any budget proposals and had left that to the Conservatives.

(Q5) Mr Essex asked the Leader to confirm which meetings had been held in public and whether there was a plan to consult the public before making decisions.

The Leader said that a 3SC meeting had taken place at Horsham yesterday and they had agreed to proceed to look at all the options to put to the public. A website was also to be set up to keep the public informed. A report would go to Cabinet and Council where Members would decide if they were happy to go forward with the consortium.

(Q6) Mr Sydney asked for a response to his question which he said the Cabinet Member appeared not to have read. The Cabinet Member stated that the Council did not have a policy of withholding information from library staff and thought he had made this clear in his written response.

(Q9) Mr Essex asked the Cabinet Member to confirm that the council were paying agency rates, if annualised, of £148k per year and provide a breakdown of savings if all the positions were filled by full time staff.

Mr Kington requested that the Cabinet Member provide details of the 10 highest paid agency staff in terms of annual total salary costs and how long those staff have been in post.

The Leader asked what savings were achieved by employing agency staff.

The Cabinet Member responded that there were areas of specialist work that agency staff were recruited for, such as IT, and there was also a national difficulty regarding social work recruitment. She would provide annualised details and length of employment information to Members.

Cabinet Member Briefings on their portfolios are attached as Appendix C.

Members made the following comments:

CM Business Support and Resident Experience – Agreed that the new pay and reward package would improve recruitment and retention of the people with necessary skills and thanked all involved for the hard work.

CM Schools, Skills and Educational Achievement – The 10 year forecast for Reigate and Banstead birth rates was reported as static and Mr Harrison was concerned that this was not the case, especially with movement of people from London. In the absence of the Cabinet Member the Chairman stated that the question could go to the Board.

CM Highways, Transport and Flooding – poor street repairs and checks – That all work was checked at least once and at the end of construction. It was also a role of local councillors to take this forward and the Cabinet Member asked Mrs Mason to provide the exact location of the pavement works she claimed had only lasted three days.

CM Environment and Planning – The Cabinet Member was asked if he could take forward putting Surrey on the same footing as London with regards to rail and bus passes. The Cabinet Member explained that there needed to be a business case and that it would be difficult for the Council to fund such a scheme. It was also confirmed that the Council would apply for funding from the £60m scheme launched last week for sustainable travel in town centres. In response to a question from Mrs Bowes regarding works in the Woking area the Cabinet Member replied that he had heard from the BID Team that Woking was on the list but as yet no confirmation of when the works would take place.

CM Wellbeing and Health – Agreed that the Surrey P&G games were a huge success and support had been committed for another four years. There were other big international games coming to Surrey and there was an opportunity for Members to look into volunteering.

CM Localities and Community Wellbeing – Agreed to send Members information regarding the dementia drop-in cafes.

45/16 STATEMENTS BY MEMBERS [Item 7]

There were no local Member statements.

46/16 ORIGINAL MOTIONS [Item 8]

ITEM 8(i)

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

Under Standing Order 12.1, Mr Will Foster moved the motion, which was:

‘This Council welcomes the principles outlined in the Bus Services Bill and the opportunity it could give local councils to improve services. These include powers that will allow authorities to set standards of service, incorporating branding, ticketing and frequency. This Council remains concerned that powers to franchise services, similar to those of Transport for London, will only be made available to areas that have chosen to have a directly elected mayor, unless they get special permission from the Transport Secretary.

This Council believes that:

- these powers should be accessible for all councils, including Surrey County Council which manages bus services which are of crucial importance for people who live in isolated and rural areas of the county, which are of crucial importance for countering traffic congestion in our towns, and which are of crucial importance for improving connectivity across the county;
- these reforms, particularly over franchising, are a golden opportunity to halt the decline in bus usage and help ensure that services are sustainable and should be made available to all councils by default;
- the Government should ensure that councils are given support to enable the costs of setting up a franchise to be met;

and calls upon the Cabinet to make representations to Surrey's MPs and the Secretary of State for Transport for this Council to have the power to franchise without having to have a directly elected mayor.'

The motion was formally seconded by Mr Cooksey.

Mr Forster said that:

- Surrey was the poor cousin to London with regard to bus services and received a second rate service. This was because bus services in London were regulated, unlike outside of London, and that led to inequalities.
- Bus operators had no democratic accountability and cherry picked which services to provide, choosing services that suited them and not their customers.
- London buses come into the fringes of Surrey along its border but only take those residents into London, therefore damaging the economy of Surrey's town centres.
- Whilst he looked forward to the Bus Bill as a good thing he was totally opposed to the requirement of a directly elected mayor in order to obtain devolution.

Mr Goodman moved an amendment, which was tabled at the meeting.

This was formally seconded by Mr Hall.

The amendment was as follows **(with additional words underlined and deletions crossed through)**:

'This Council welcomes the principles outlined in the Bus Services Bill and the opportunity it could give local councils to improve services. These include powers that will allow authorities to set standards of service, incorporating branding, ticketing and frequency.

This Council ~~remains~~ is concerned that powers to franchise services, similar to those of Transport for London, will only be made available to areas that have chosen to have a directly elected mayor, unless they get special permission from the Transport Secretary.

This Council notes the good working relationship between SCC and its bus providing partners, which means that SCC is unlikely to make use of additional powers proposed in the Bus Bill.

However

This Council believes that:

- these powers should be accessible for all councils, ~~including Surrey County Council~~ which manages bus services which are of crucial importance for people who live in isolated and rural areas of the county, which are of crucial importance for countering traffic congestion in our towns, and which are of crucial importance for improving connectivity across the county;
- these reforms, particularly over franchising, are a golden opportunity to halt the decline in bus usage and help ensure that services are sustainable and should be made available to all councils by default;
- the government should ensure that councils are given support to enable the costs of setting up a franchise to be met;

~~and supports any representations to calls upon the Cabinet to make representations to Surrey's MPs and the Secretary of State for Transport for this Councils to have the power to franchise without having to have a directly elected mayor.'~~

This amendment was not accepted by Mr Forster and therefore Mr Goodman spoke to his amendment, making the following points:

- Whilst the benefit of good bus services was recognised, the Council was not in a position to be able fund bus services. However, the Council was working with bus service providers and would continue to do so to improve services.
- Officers have been working in partnership with bus providers and would continue to do so. This relationship has enabled council to provide the service it does to its customers. The economic and social benefits of bus services were recognised.
- In terms of importance to bus users, information was second only to reliability. The Council was working with bus operators to improve the information to residents.
- A number of amendments to the Bus Bill were proposed and they were to include authorities that do not have or want a directly elected mayor.
- The LGA was also in support of the removal of Section 21 of the Bill which prevented local authorities from setting up their own bus company.
- Whilst there may be changes to the Bill it was certain that councils would not be given any extra money.

Mr Hall as seconder to the amendment made the following points:

- The Council's transport team were a very good team with good working relationships with bus providers.
- He had been recently involved in meetings where changes had been made to improve the resident experience.
- Recent changes included provision of better information on ticketing and services offered. He stated that many people were reliant on paper timetables and hoped these would not be cut in future.
- He commended the good work done by the transport team.

Two Members spoke on the amendment and made the following points:

- That the third paragraph was sending a negative message to residents by completely shutting the door on the Council making use any additional powers proposed in the Bus Bill.
- Not to lobby Surrey MPs was unthinkable.
- The linking of having a franchise with a directly elected mayor was no longer relevant as this was originally a way of ensuring local government worked more in line with European counterparts. Brexit meant that this would no longer be the case.

The amendment was put to the vote with 48 voting for and 8 voting against.

Therefore the amendment was carried and became the substantive motion.

The substantive motion was put to the vote with 55 voting for and 5 against.

Therefore, it was:

RESOLVED:

This Council is concerned that powers to franchise services, similar to those of Transport for London, will only be made available to areas that have chosen to have a directly elected mayor, unless they get special permission from the Transport Secretary.

This Council notes the good working relationship between Surrey County Council (SCC) and its bus providing partners, which means that SCC is unlikely to make use of additional powers proposed in the Bus Bill.

However,

This Council believes that:

- these powers should be accessible for all councils which manage bus services which are of crucial importance for people who live in isolated and rural areas of the county, which are of crucial importance for countering traffic congestion in our towns, and which are of crucial importance for improving connectivity across the county;
- these reforms, particularly over franchising, are a golden opportunity to halt the decline in bus usage and help ensure that services are sustainable and should be made available to all councils by default;
- the government should ensure that councils are given support to enable the costs of setting up a franchise to be met;

and supports any representations to the Secretary of State for Transport for Councils to have the power to franchise without having to have a directly elected mayor.'

ITEM 8(ii)

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

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

'This Council notes that whilst Surrey voted 52 - 48% to remain in the European Union, the UK as a whole voted the opposite way. We respect the fact that five of Surrey's eleven districts voted to leave, with six to remain and that the younger generation voted far more heavily to remain.

This Council believes that following this referendum, there is a need for a listening exercise to repair the divisions, and with tolerance and respect, to try to re-unite the people of Surrey.

Therefore this Council resolves to:

- explore ways of bridging divisions in our communities, through inter-generational dialogue and increased understanding.
- seek reassurance from the Government that the four-year funding deal offer to local government is ring-fenced from any future budget changes following this referendum vote.
- ask the Government to take steps to ensure that staff and students from EU countries can continue to work and study at our three universities, Surrey, Royal Holloway College and the University of the Creative Arts.

work with all the boroughs and districts to ensure that no racist or xenophobic behaviour is tolerated.'

The motion was formally seconded by Mr Robert Evans.

Mr Essex said that:

- Following the Brexit vote it was now more important than ever to listen to people on both sides of the debate.
- Issues of affordable homes and immigration were some of the issues highlighted by Brexit.
- This was now a time to work together and heal together and the Council should have a say on how to take this forward.
- The Council should not have to pay for any misinformation from the Brexit campaigns.
- Hate crime had increased in Surrey since Brexit and there was a need to reconnect politics to people.

Mrs Helyn Clack moved an amendment which was tabled at the meeting. This was formally seconded by Mrs Kay Hammond.

The amendment was as follows (**additional words underlined and deletions ~~crossed through~~**):

'This Council notes that whilst Surrey voted 52 - 48% to remain in the European Union, the UK as a whole voted the opposite way. ~~We respect the fact that~~ It also notes that five of Surrey's eleven districts voted to leave, with six to remain and that the younger generation probably voted far more heavily to remain.

~~This Council believes that following this referendum, there is a need for a listening exercise to repair the divisions, and with tolerance and respect, to try to re-unite the people of Surrey.~~

Therefore this Council resolves to:

- ~~explore ways of bridging divisions in our communities, through inter-generational dialogue and increased understanding.~~
 - ~~seek reassurance from the Government that the four-year funding deal offer to local government is ring-fenced from any future budget changes following this referendum vote.~~
 - ~~ask the Government to take steps to ensure that staff and students from EU countries can continue to work and study at our three universities, Surrey, Royal Holloway College and the University of the Creative Arts.~~
- ~~work with all the boroughs and districts to ensure that no racist or xenophobic behaviour is tolerated.'~~

Following the referendum and as before it, this Council resolves to:

- Continue to support efforts to bridge divisions in our communities
- Continue its dialogue with Government regarding both short-term and long-term budget certainty
- Support the view that our 4 universities should continue to attract staff and students from overseas including the EU
- Agree that Surrey should continue to be a place of tolerance and respect, free of racist or xenophobic behaviour.

This amendment was not accepted by Mr Essex and therefore Mrs Clack spoke to the amendment, making the following points:

That the Council were already doing a great deal of what Mr Essex spoke of, including:

- Working with the Equality Policy
- The Leader of the Council continued to work with Government
- Universities should still continue to attract people from overseas
- Speaking of tolerance, respect and diversity in all we do

Five Members spoke on the amendment and made the following comments:

- The Brexit vote had divided some families as well as communities and it was important for all agencies to work together and share information.
- That immigration was the biggest issue raised on the doorstep and it was naive to think that we can still attract staff/people from outside of the UK.
- That the amendment suggests that the Council will do no more than it is already doing.
- Listen and respect are two values of Surrey County Council.
- There had been a high turnout of young people in the vote and it was important to listen to them.
- The new Prime Minister was once a councillor and this was an opportunity to seek benefits for the county.

The amendment was put to the vote with 57 voting for, 5 voting against and 4 abstentions.

Therefore the amendment was carried and became the substantive motion.

After which, under Standing Order 23.1, Mr Eber Kington moved:

‘That the question be now put’

The Chairman considered that there had been adequate debate, and the proposal was supported by a sufficient number of Members so the debate was wound up.

The substantive motion was put to the vote with 62 voting for and 3 voting against.

Therefore, it was:

RESOLVED:

This Council notes that whilst Surrey voted 52 - 48% to remain in the European Union, the UK as a whole voted the opposite way. It also notes that five of Surrey’s eleven districts voted to leave; with six to remain and that the younger generation probably voted far more heavily to remain.

Following the referendum and as before it, this Council resolves to:

- Continue to support efforts to bridge divisions in our communities
- Continue its dialogue with Government regarding both short-term and long-term budget certainty
- Support the view that our 4 universities should continue to attract staff and students from overseas including the EU
- Agree that Surrey should continue to be a place of tolerance and respect, free of racist or xenophobic behaviour.

ITEM 8(iii)

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

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

‘This Council congratulates Sadiq Khan on his election as Mayor of London and urges him to work closely with Surrey County Council on all cross-border issues of joint interest and mutual benefit to all our residents.’

Mr George Johnson formally seconded the motion.

Mr Evans said that:

- Mr Khan has the largest mandate of any politician.
- It should be celebrated that he is the first Muslim Mayor.
- Surrey has many cross border issues with transport, fire and emergency services and the health service, which means the county council will have many opportunities where it will wish to work closely with the Mayor of London and vice versa.

Two Members spoke in favour of the motion and Mr Furey requested it be put to the vote.

Mr Johnson had nothing further to add.

The motion was put to the vote where a majority voted for and there was one abstention.

Therefore, it was:

RESOLVED:

This Council congratulates Sadiq Khan on his election as Mayor of London and urges him to work closely with Surrey County Council on all cross-border issues of joint interest and mutual benefit to all our residents.

47/16 REPORT OF THE CABINET [Item 9]

The Leader presented the report of the Cabinet meetings held on 24 May 2016 and 21 June 2016.

Reports for Information / Discussion

The following reports were received and noted:

- A) Travel Assistance Policies for Children and Young People with Special Educational Needs and Disabilities
- B) Annual Report of the Shareholder Board
(Mr Harrison declared disappointment on the lack of information within the report and in particular requested more information on lending, especially to Surrey Choices, and urged the Cabinet and Board to set targets and work to them. These comments were repeated by Mrs Watson.)
- C) Sustainability and Transformation Plans
- D) Quarterly Report On Decisions Taken Under Special Urgency Arrangements: 1 April – 30 June 2016

RESOLVED:

That the report of the meetings of the Cabinet held on 27 October and 24 November 2015 be adopted.

48/16 REPORT OF THE AUDIT AND GOVERNANCE COMMITTEE [Item 10]

The Chairman of the Audit and Governance Committee introduced the report and commended the updated strategies, Risk Management Strategy (Annex 1 to the submitted report), plus the updated Code of Corporate Governance (Annex 2 to the submitted report) to Members. In response to a Member question about why he was not inclined not to take up the four year funding deal from Government the Leader of the Council explained that the fourth year's funding drops significantly. The Leader further explained that negotiations were still taking place with the Exchequer and there would be further debate and discussion at the Council meeting in October.

RESOLVED:

1. That the updated Risk Management Strategy, attached as Annex A to the submitted report, be approved for inclusion in the Constitution.

2. That the Code of Corporate Governance, attached as Annex B to the submitted report, be approved for inclusion in the Constitution.

Reason for decision:

To maintain the annual review and update of these strategies.

49/16 REVIEW OF CODE OF CONDUCT FOR MEMBERS [Item 11]

The Chairman of the Constitution Review Group introduced the report and particularly highlighted the need to improve openness by declaring significant personal interests as well as the disclosable pecuniary interests. He was asked if this would also refer to partners/spouses, to which he replied that the test was whether or not that interest could skew the debate and it was up to individual Members to make that decision.

Resolved:

That the revised Member Code of Conduct, attached at Annex 1 to the submitted report, be agreed so that:

- (a) Members are required to register pecuniary interests as outlined in Schedule B and significant personal interests as outlined in Schedule E.
- (b) Members are required to register gifts and hospitality to the value of £100 or more that they have accepted.
- (c) Where a Member has a disclosable or non disclosable interest that is prejudicial in any matter to be considered at a meeting of the Council, the Cabinet, a committee, sub-committee or joint committee of the Council, he or she is required to declare it at the meeting or to notify the chairman of the reason for withdrawing from that meeting.

Reason for decision:

To promote local rules to ensure that there is confidence that councillors are putting the public interest first and demonstrating transparency about their financial affairs

50/16 APPOINTMENT OF INDEPENDENT REMUNERATION PANEL [Item 12]

The Leader of the Council introduced the report by stating that, in line with Local Authorities (Members' Allowances) (England) Regulations 2003, a new independent remuneration panel needed to be appointed to review the existing Scheme and make recommendations to Council in order for a new Scheme to take effect from May 2017.

The Cabinet Member for Business Services supported the recommendations.

RESOLVED:

1. That an Appointments Panel, consisting of the Chairman or Vice-Chairman of the Council and the Conservative, RA/Independent and Surrey Opposition Forum Group Leaders be established to appoint a new Independent Remuneration Panel in line with the timetable set out in paragraph 7 of the report.

2. That the Independent Remuneration Panel should consist of three members.
3. That, for the 2016/2017 review of Members Allowances, a fee of £1,500 plus travel expenses be paid to the Chairman of the Independent Remuneration Panel, and a fee of £1,000 plus travel expenses be paid to the other Panel members.

Reason for decision:

To comply with the Local Authorities (Members' Allowances) (England) Regulations 2003.

51/16 REVISED TREASURY MANAGEMENT STRATEGY 2016/17 [Item 13]

The Cabinet Member for Business Services presented the report and stated that the revised Treasury Management Strategy has come about as a result of changes in the economic environment, specifically the combination of increased counterparty risk and a longer than predicted lower interest rate environment. This has resulted in consideration of a more focused strategy of internal borrowing over the short term, combining a move away from long term borrowing towards short term borrowing to maintain cash balances above zero. Such a strategy would require monitoring to ensure that the Council can act responsively in the event of a sustained change in the economic forecast.

RESOLVED:

That changes be approved to the Council's Treasury Management Strategy for 2016-21 (shown as Annex 1 to the report), which includes:-

- the revised borrowing strategy for long term capital funding; and
- the revision of the Council's minimum cash balance to above zero.

Reason for decision:

Changes that have developed over the medium term to the economic and financial environment in which the Council operates has led to a review of the existing borrowing strategy. An increased opportunity in relation to an expectation that interest rates will remain lower for longer than initially anticipated and investment security have resulted in a proposal to amend the Council's borrowing strategy with immediate effect to ensure it reacts appropriately and with flexibility to these changes in conditions.

52/16 REPORT BACK FROM ECONOMIC PROSPERITY, ENVIRONMENT AND HIGHWAYS BOARD SCRUTINY REPORT [Item 14]

The Chairman of the Economic Prosperity, Environment and Highways Board introduced this report for information. A petition was submitted to the Council on 17 May 2016 to improve road safety on Bridge Street where it was resolved that this issue and any proposals should be scrutinised by the Economic Prosperity, Environment and Highways Board. It was mooted that this was a good example of when petitions should be referred to the appropriate scrutiny board.

RESOLVED:

That the report the Economic Prosperity, Environment and Highways Board be noted.

53/16 MINUTES OF CABINET MEETINGS [Item 15]

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

[Meeting ended at: 12.47 pm]

Chairman

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LEADER REPORT TO COUNCIL

SURREY COUNTY COUNCIL PROGRESS REPORT

KEY ISSUE/DECISION:

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

BACKGROUND:

1. This is the fourteenth of the Chief Executive's reports to Members. It provides an **overview of the council's progress** over the past six months and the challenges ahead.
2. The format of the report has changed over time in response to feedback from both 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.
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 2016-21

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DRAFT

**Chief
Executive's
progress
report
October 2016**

Contents

Part 1 - Introduction	3-10
Introduction	4
The last six months	5
Looking ahead – the next six months	9
Conclusion	10
Part 2 - Our budget position	11-15
Part 3 - Our work in context	16-23
Health and social care integration	17
Safer Surrey	18
Multi-Agency Safeguarding Hub (MASH) and Early Help Programme	19
Culture and staff survey	21
Public Service Transformation	22
Volunteering	23
Part 4 - Case studies, awards and recognition	24-65
Wellbeing case studies	26
Economic prosperity case studies	37
Resident experience case studies	48
Awards and recognition	58

Part 1

**Introduction, 6 month
progress and summary**

Introduction

It's hard to believe that six months have gone by since my last progress report. This is my fourteenth since I started as Chief Executive here and it's humbling to look back and read the case study stories of all of the great work that has been done over this time – I counted that over the years we've covered 155, and that doesn't even include the ones in this report. This is a staggering number and it's just a small proportion of our achievements as an organisation.

It's been an unusual period because, as you may be aware, during the summer our Leader, David Hodge underwent heart surgery at St. Bartholomew's Hospital in London. Whilst I'm pleased to say he's been recovering well at home, it goes without saying that his presence has been missed by Members and colleagues alike. Our Deputy Leader Peter Martin has done a great job of leading the council in his absence and I'm really grateful to him for the productive meetings we've had to keep the momentum going. I've also been visiting the Leader at home to keep him updated on developments. David is commencing a period of phased return during October and I'm sure you will join me in welcoming him back.

The case studies in section 4 cover a fraction of our achievements over the past six months – for example, Michelle tells us about a new system to allow residents to self-serve by booking online for birth registrations, whilst Elizabeth tells us how we've encouraged school children to run a daily mile through the 'Run to Rio' scheme. As well as your case studies, I've included some of the awards and recognition we have celebrated since my last progress report. I'm sure that there are many more examples that I simply don't know about because Surrey's culture is quite humble. We have a significant number of colleagues who do great work and yet are reluctant to showcase it. They just get on with doing it. We do have to work hard to get examples as colleagues don't seem to like looking for praise. It's important that we do include them though for two main reasons: to thank colleagues and celebrate their work and to share good ideas across the county.

On a personal level, I have my own mini case study. In July I started an exciting new chapter in my life when I got married here at County Hall. My wife Ishbel and I had a wonderful day and if you're looking for a wedding venue we cannot recommend County Hall highly enough. Our colleagues who arrange marriages here were wonderful and made sure that our day ran perfectly from beginning to end. I can't think of a better setting.

While this report is an opportunity to showcase our progress and achievements, I hope that every one of us can take inspiration and learn from each other.



The last six months

In this section I will tell you about the areas of work that have been developed over the past 6 months and will continue to progress over the coming months.

Financial pressures

We face a pivotal moment.

We've cut our budgets, increased efficiency and saved huge amounts of money over the last few years with little impact on frontline services but from here on that's no longer possible. The increasing funding pressures and our growing population means that we will need to make some difficult decisions and change services that we provide to our residents. In part 2 I explain our financial challenges in more detail.

During September our Deputy Leader, our Cabinet Member for Health and Wellbeing and I met with Surrey MPs including Chancellor Philip Hammond MP and Transport Secretary Chris Grayling MP, to explain our financial pressures and the changes that we will need to make. For example, we discussed the extra £24 million a year that needs to be spent on adult social care alone. We also discussed the benefits of devolution (explained below). The MPs were very supportive of our cause and I'm optimistic that they will work hard with us and with government to secure a more sustainable financial basis for Surrey County Council.

Even though our MPs are supportive of our cause, we can't rely on their help alone and I have been really inspired by your commitment to working more smartly and effectively, re-designing how we work to make sure that our residents receive the best services possible within the funding available.

Devolution

Our work on securing a devolution deal is progressing steadily. I enjoyed meeting with a number of colleagues over the past few months at Devolution Litebite sessions.

In September, I, together with representatives from our partner councils, attended another very positive meeting with Treasury and the Department for Communities and Local Government, where we continued our discussions about securing a devolution deal as a partnership known as The Three Southern Counties (3SC). The partnership includes three county councils, 23 district and borough councils, three local enterprise partnerships, businesses, 12 CCGs (Clinical Commissioning Groups) and more. One of the benefits of a devolution deal is that it would enable 3SC to have control over budgets within our area to improve infrastructure such as rail and other transport services and build housing to support the increasing population and business investment in the area. We are hopeful that we can secure a devolution deal by Christmas. This is an ambitious time scale and I'm really impressed with the energy and hard work of our partners to make this a success.

Orbis

A partnership between Surrey County Council and East Sussex County Council, Orbis is about putting the customer at the heart of what we do with greater access to combined expertise, knowledge and experience whilst delivering significant savings. Following the approval of the three year business plan by our Cabinet in October 2015 our work has been

progressing steadily. We've amalgamated business support departments and appointed a single shared leadership for these services. We've found that by working with East Sussex we've had greater opportunities for the use of innovative technology – for example, we've successfully implemented a shared electronic invoicing system. Work is ongoing to integrate the senior management teams within each area.

Another exciting development with Orbis is that Brighton and Hove County Council will be taking a report to its Policy, Resources and Growth Committee on 13 October to recommend that it joins the Orbis partnership. At this stage a decision has not been made by Orbis to confirm an additional partner but it's a really positive endorsement of the partnership and it is aligned with our ambition to grow.

In April we launched the Orbis Public Law partnership, an ambitious partnership between the legal departments of Brighton and Hove City Council, East Sussex County Council, Surrey County Council and West Sussex County Council. Each of the four councils' legal teams face similar issues of increasing financial challenges and fewer resources. Individually, each council currently struggles to recruit and retain legal staff. By working together, the four partners can more easily manage the demand and provide the quality, and often specialised, legal service that councils rely upon whilst making savings that would not be possible in isolation. The aim is to create a resilient, flexible service with expertise and provide a quality, cost effective service for our customers. The implementation is underway, starting with the commercial areas of law – property, contract and procurement.

Health and social care integration

One of my biggest areas of work is my collaboration with colleagues and partners on health and social care integration. By 2020 Surrey's elderly population is set to increase by 20,000 and by the middle of the next decade 56% of the population will be aged over 65. Whilst it's great that our residents are living longer, our current health and social care structure is not sustainable to manage the increasing demand that this puts on our services and so we need to re-design the way that the system works.

There are three geographical "health" areas in Surrey where plans for improved systems are being developed. These health areas are divided according to where clinical commissioning groups (known as CCGs) are based. These are:

- Surrey Heartlands - covering the geographic areas of Guildford and Waverley CCG, North West Surrey CCG and Surrey Downs CCG;
- Frimley Health - covering the geographic areas of Surrey Heath and North East Hampshire and Farnham CCG (also covering areas outside of the county);
- Sussex and East Surrey - covering the geographic area of East Surrey (also covering areas outside of the county).

I chair the Surrey Heartlands Transformation Board, which covers Surrey's biggest geographical health area. We have been working hard to develop Surrey's Sustainability and Transformation Plans (STPs) across our three areas, and the Surrey Heartlands plan is one that I have been heavily involved with. The STPs are the overarching strategic plans for local health and care systems over the next five years and are built around the needs of local populations. You can read more about health and social care integration in part 3.

Safer Surrey

Following the Ofsted inspection of our services for children in October and November 2014, colleagues are working tirelessly to make improvements for children who require our support and we're making steady progress.

As part of this work, we are committed to a 'Safer Surrey' approach. This is a strength-based approach built on the belief that by giving children and families the tools to help themselves, we will empower them to make positive decisions for their futures. Following a recent monitoring visit, Ofsted confirmed that the pace of improvement has picked up over the last four months as a direct result of teams embedding the Safer Surrey approach, but there is still more to do to ensure consistency in all our practice.

The principles and values at the core of Safer Surrey run through all of Children, Schools and Families (CSF). It is our vision to build on the work that is already being done by embedding it across the whole CSF directorate, as well as with our partners, in the coming months and into next year. This will help us ensure that every family that comes into contact with us has the same positive experience and will enable professionals and families to work together to achieve better outcomes for children.

MASH

Working with our partners, we have been busy developing our Multi Agency Safeguarding Hub, known as the MASH, which went live on 5 October.

The vision is to provide a single point of contact for safeguarding concerns relating to children, young people and adults in Surrey. Previously, agencies didn't work together as one team so residents could be redirected to other services and there was duplication of work and effort which took up valuable time both for the vulnerable residents and for the agencies. Agencies are now working together to build a full picture of need, bringing together data, knowledge and information between partners including social care, Surrey police and public health.

With one point of contact for reporting a safety concern, we can ensure that anyone in need, regardless of age, will be provided with the appropriate level of support at the right time.

Culture and staff survey

Thank you to all colleagues for the feedback from the last staff survey – a big theme that came out was that colleagues feel really well supported and energised within their teams and feel that they can make a difference here. We're also working on areas of improvement which you can read more about in part 3.

I also want to thank colleagues for taking part in our review of Pay and Reward.

We worked hard with trade unions to review our pay, reward and benefits for colleagues as part of the ongoing improvement of our organisation. Our aim is to become an employer of choice and fulfil our commitments to residents to the highest possible standards.

As a result of feedback, we changed and improved the offer and we've put the different parts of the proposals into practice.

As part of the review we developed a new behaviours framework. This was designed with colleagues and Members to ensure it is representative of the kind of organisation we need to be to achieve the right outcomes for residents. We held over 60 interviews which contributed to the picture of how high performing colleagues behave, and the impact they have on their service and others. I'm confident that these behaviours will strengthen our appraisals and the vital role performance management has in our organisation. It will also help shape how we learn and develop and how we attract and recruit the right people.

In addition we introduced moderation into our appraisal process for the appraisal year 2015/16. Moderation allows managers to offer each other support and challenge to ensure a consistent approach to allocating performance levels. It can also help to identify our top performers so we can help them to develop further, and ensure we take an active role in supporting those whose performance is not reaching the standards we're aiming for. As part of the moderation process, we re-introduced pay progression for colleagues who are performing to the standards that our residents expect of us.

Public service transformation

In our times of financial constraint, working together with our partners to help our most vulnerable residents is absolutely vital. We've come a long way with our public service transformation, including relieving pressure on our emergency services. We have been strongly focused on early help, preventing problems from spiralling out of control. As part of this work, we've supported people experiencing mental health crisis by providing them with 'Safe Havens' where they can receive help and support both from professional staff and peers. This alleviates the pressure on A&E services and is a more appropriate form of support. We've also been working at reducing the number of women in our criminal justice system. You can read more about our public service transformation work in part 3.

Volunteering

It's amazing that over the last six months our colleagues have volunteered over 2,000 hours through employee volunteering. In our financial context it's more important than ever that we build our community spirit and help one another. You can read more about this in the case study section and on s-net. We have a great story from Megan McGovern on s-net and Chess Dennis tells us about what she has done to support care leavers in part 4. I know that many of you volunteer in other ways, both within and outside your areas of work.

Looking ahead – the next six months

There is no avoiding the simple fact that the next six months will be crucial for the county council. We have a new government at national level and the decisions that it makes over the coming months will have a huge impact on us – the autumn statement on 23 November will be a defining moment. It will signal to us what funding we can expect for local government. We will have more of an understanding of the government's approach to devolution and on further changes to public services, which will have implications for where and how Government spends money in the future. We will also know more about Government's expectations of the public sector including how different parts of it work together.

Over the next six months, my first area of focus will be our **sustainability**. Our budget reductions mean that we will need to make some big changes in the services that are available to our residents. We will continue to explain the situation to our residents, Government and our MPs so that we can work together to achieve the best outcomes possible under the circumstances. Alongside this, government will be making choices about the future funding of local government through the retention of business rate income which could represent an opportunity or which may make our position even more difficult. Our budget setting process for next year and for our medium term financial strategy is fundamental to our future. It's not just about making specific choices, important as those will be. It is about the way in which we see ourselves operating in the future and our relationships with other organisations. This is not something that we can just leave for another day, it is something that we have to consider and get right now as we make choices for next year.

My second area of focus will be **devolution**. Devolution is now centre stage as the way in which, working with our partners in East and West Sussex through the Three Southern Counties (3SC), we could secure opportunities to have a greater say in what happens and how it happens in our area. We have already put together a wide ranging and compelling set of proposals to Government for more local decision making on infrastructure, skills, transport and digital connectivity and on the way in which we can meet planned housing growth. If we can strike a deal with Government, over the next six months we will be able to start making decisions on how to best spend the devolved budgets and how additional investments can be made which sit alongside our current structures.

Thirdly, our work on **health and social care integration** will come centre stage as we start to implement our Sustainability and Transformation Plans that we have been working on intensively with our health partners. These plans are very complex and it will certainly be a challenge to work at pace on these. Never before has partnership working been more important as we come together with organisations with different cultures and organisational structures to re-design services for our residents.

This brings me to my final area of focus which is integral to the other three areas – the **capacity and capability** of our organisation and a culture that supports effective leadership and high performance. These have never been needed as much as they are now. I will be working hard with colleagues to ensure that we effectively lead the scale of changes that we will need to make over the coming months and years with confidence, whilst we also manage the ongoing pressures of day to day business.

Conclusion

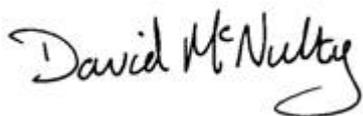
Thanks to our courage, enthusiasm and determination, we've come a really long way to overcome our challenges during these past six months. By working together as one team within our organisation and with our partners, I'm optimistic that we will find new ways to serve our residents in the face of our financial constraints, to ensure that they remain healthy, safe and confident about their future.

A while back some colleagues gave me a card with a quote from Thomas Edison:

"If we all did the things we are capable of doing we would literally astound ourselves."

When I read our case studies I'm astounded by the quality of the colleagues working for Surrey.

With thanks,

A handwritten signature in black ink that reads "David McNulty". The signature is written in a cursive style with a large, sweeping flourish at the end of the name.

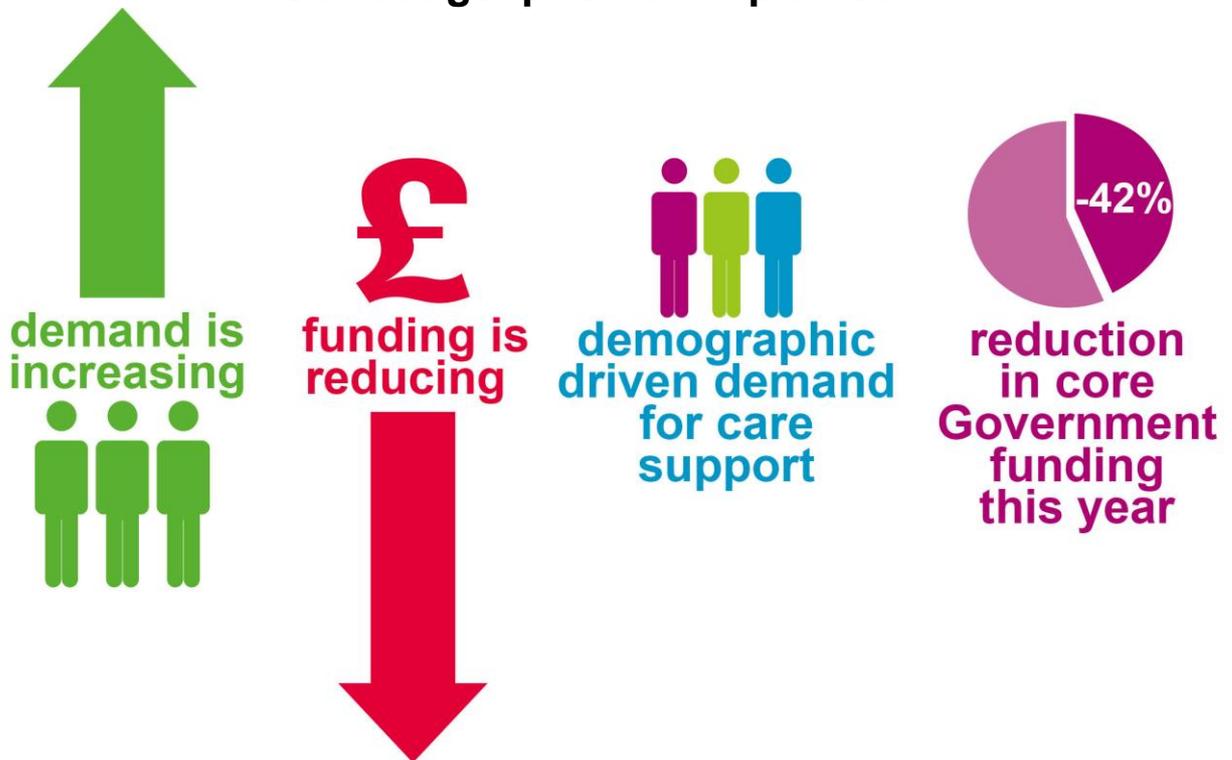
David McNulty

Chief Executive

Part 2

Our budget position

Our budget position explained



The population of Surrey is increasing, particularly that of older residents - by 2020, the number of Surrey residents over the age of 65 is set to increase by 20,000, and a great number of them will require care and support services. Despite this, government funding is reducing – this year, there was a 42% reduction in core government funding.

Our budget pressures



80% of the council's funding is generated from council tax collected from our residents. Councils are not permitted to raise council tax by more than 2% per year. Even with the adult social care precept, we can only raise an extra £12m for adult social care.

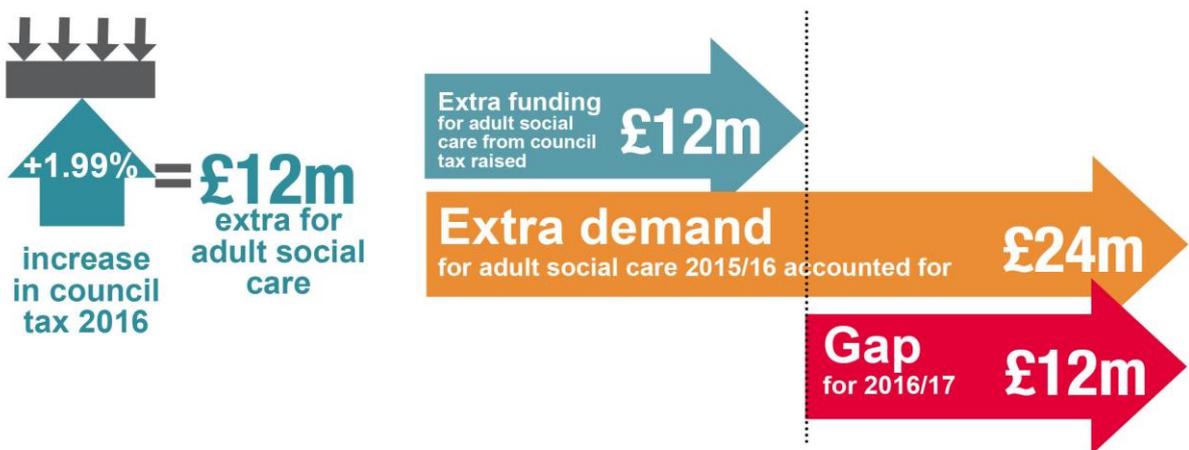
For 2016, Surrey County Council's government grant was cut by £47m. This means that we need to make savings of £80m a year to break even.

Cost and demand pressures



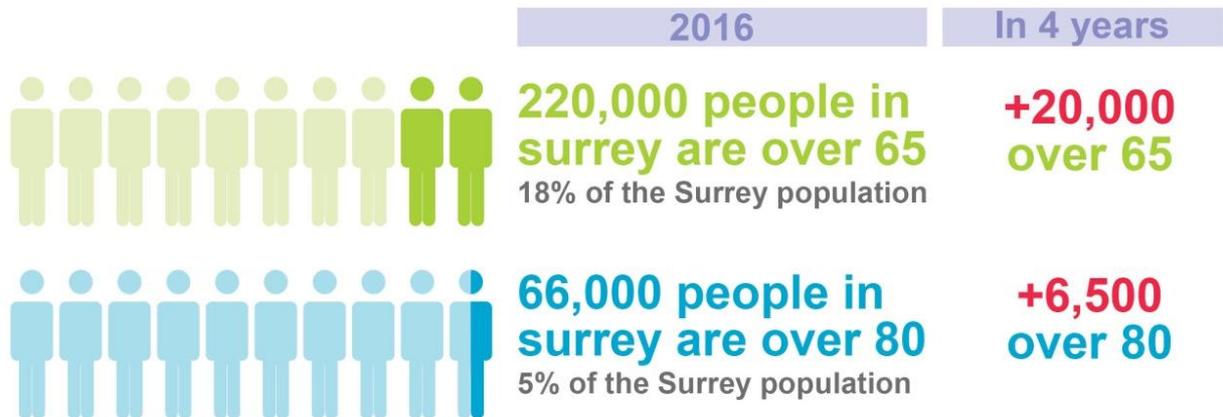
With the increasing population and the older demographic of our residents, pressures for access to Surrey County Council’s services are mounting. At the same time, costs to provide the services are increasing. In financial terms, this is £80 million a year more for all of our services - £50m of this is for adult social care services and a further £20m is for children’s services.

Demand pressures - adult social care



This year, we increased our council tax by 1.99% raising an extra £12m for adult social care services. But with the increasing demand for adult social care services amounting to an extra £24m, that still leaves us with a gap of £12m.

Increased demand - adult social care



Financial pressures of **£50m** in 2016/17

The chart above shows the ageing population of Surrey in more detail.

In 2016, 220,000 Surrey residents are over the age of 65. By 2020, this is expected to increase to 240,000 residents.

66,000 residents in Surrey are over the age of 80 – by 2020, this is expected to increase to 72,500 residents.

Increased pressures - schools



25% of the Surrey population is aged 0-18. The primary school population of Surrey has risen by more than 13,000 in the last five years, and by 2,200 in the last year. We need to create 11,000 new places in primary and secondary schools in the next five years but we have a funding shortfall of £30m to achieve this.

Increased pressures - roads



3,300 miles
of roads to maintain in Surrey



£125m
to maintain Surrey's roads for next 5 years



100 million extra miles
travelled on Surrey's roads over the last 10 years

£30m GAP
in government funding for roads maintenance over next 5 years

There are over 3,300 miles of roads to maintain in Surrey – that's the same distance to travel from London to New York. Surrey's roads carry almost double the national average amount of traffic and so it is very expensive to maintain the roads – the estimated cost is £125m over the next five years. The equivalent of 100 million extra miles has been travelled on Surrey's roads over the last 10 years. Despite the pressures, there is a £30m gap in government funding for road maintenance over the next five years.



To summarise, government funding is reducing whilst demand for council services is continually increasing. Even if we make savings of £80m a year, we will still have a gap of £50m by 2018/19.

Part 3

Our work in context

Health and social care integration

Over the last six months we've accelerated the work we're doing with partners to join up and integrate health and social care services. It's a crucial part of our response to the challenges we are facing in social care with rising demands on services and reduced funding levels – by 2020 Surrey's elderly population is set to increase by 20,000 and by the middle of the next decade 56% of the population will be aged over 65. The same challenges apply to our health partners and the only way to tackle these is to work together.

I've talked in previous update reports about the Better Care Fund (the 'BCF') which is a national programme aimed at bringing health and social care partners together. 2016/17 is the second year of the BCF and having had our plan approved it enables us to pool budgets this year totalling £73.1m. Our plan focuses around 3 strategic objectives: enable people to stay well; enable people to stay at home; and enable people to return home sooner from hospital. At the core of the Surrey BCF plan are the local plans developed with each of the Clinical Commissioning Groups (CCGs) within the county. The fund is being invested in a range of out of hospital services including adult social care. Local joint commissioning groups in each area are overseeing the work and engaging with other partners and key stakeholders.

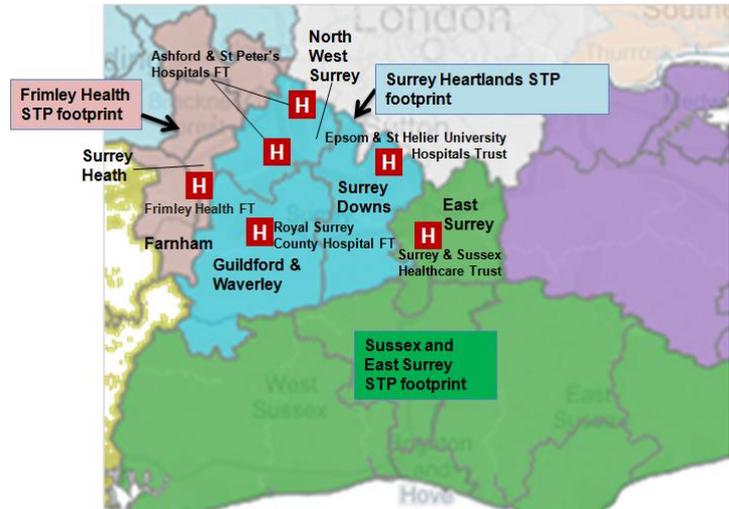
Building on the local BCF plans is the work we are doing with each of the CCGs to expand integration work and explore where pooling more budgets will enable us to commission or deliver better services. There are some really encouraging new models of care developing in the county such as the Epsom Health and Care model where we are part of a newly formed 'provider alliance' with NHS Epsom & St Helier University Hospitals, Central Surrey Health and local GPs. We are also an integral partner delivering joined up services at the 'Bedser Hub' that has been established at Woking Community Hospital. These are just two examples, but they, together with the new models being developed in other areas of the county, have some common features: bringing teams of different professionals (e.g. social workers, occupational therapists, mental health workers, community health workers and GPs) together to plan an individual's care in a joined up way; placing a greater emphasis on prevention and taking a proactive approach to care and support, identifying and supporting those likely to need help rather than waiting for problems to develop; and improving care outside of hospital settings to ensure people get the care and support they need closer to or at home.

There is also work to integrate and jointly commission services for children and young people in the county.

One of the most significant developments over the last few months has been the emergence of Sustainability and Transformation Plans (STPs). These will be the overarching strategic plans covering the next five years and are aimed at ensuring the sustainability of local health and care systems financially and in terms of the quality of services and health outcomes for local people. It is the first time NHS organisations have been asked to work together to take a 'place-based' approach to their planning and whilst the STPs are principally NHS plans, the council's involvement in their development and implementation is vital.

There will be three STPs covering Surrey and we are involved in each of them. I have chaired the Transformation Board for the Surrey Heartlands STP and have seen first-hand the commitment of partners to put aside organisational boundaries and focus on finding the best solutions for the people that need care and support.

As well as providing a vehicle for taking forward the integration plans mentioned above, the development of STPs is also enabling us to have conversations with health partners around collaborating beyond models of care – for example, in the use of property and the public sector estate, and exploring opportunities for joining up business support functions.



The STPs are being finalised for submission in October and engagement with residents and other key stakeholders over the coming months will be critical to their successful implementation.

Safer Surrey

Since my last progress report in March, many of our colleagues across Children, Schools and Families have been working hard to embed Safer Surrey into their practice. Safer Surrey is a strength-based approach built on the belief that children and families have the strengths, resources and ability to recover from adversities.

It relies on us building relationships with families, collaborating with fellow professionals and practising our core values. It invests power in children and families to help themselves, and puts practitioners in the role of supporting and helping them rather than as directors of change. The approach contrasts with the traditional use of deficit-based models which focus on professionals fixing problems with families.

In June 2015 Ofsted found that Surrey County Council's provision of children's services was inadequate. We know that prior to the introduction of Safer Surrey our practice was inconsistent - there were pockets of good practice and strength based approaches but also significant areas for improvement, and the traditional deficit model still tended to shape much of our practice.

The Safer Surrey approach has started to bring consistency to the way we work with families - some fantastic work has taken place over the past few months and we are working harder than ever to make sure children are happy and safe. The approach relies on all of us sharing the same understanding of our values, approaches and principles in the way we work with families.

We have been getting some great feedback about colleagues reflecting on their practice and gaining a better understanding of the Safer Surrey approach. In their interactions with and

planning for children and families I know that many colleagues have been focusing on putting the voice of the child at the heart of everything they do.

From 31 August to 1 September we had a monitoring visit from Ofsted. Their overall conclusions confirmed that the pace of improvement has picked up over the last four months, but there is still a lot more to do to ensure consistency in all our practice. Ofsted were very clear that this recent progress is strongly linked to how teams are embedding the Safer Surrey approach. Inspectors report that where Safer Surrey is used there is evidence of greater involvement of children, good decision-making by practitioners and improved outcomes.

As we keep working hard to embed Safer Surrey, it is important to recognise that the principles and values of the approach run through all we do. Most of the discussions and work on Safer Surrey so far have been in Children's Services, but the themes run strong through all of Children, Schools and Families. It is our vision to build on the work that has already been done by embedding it across the whole CSF directorate, as well as with our partners.

Expanding Safer Surrey in this way will help us build a common language and consistent approach for families, children and young people, and ensure that every family who comes into contact with us has the same positive experience. It will also make it easier for us to share good practice across all teams and help us to support families to believe they have the strengths to change.

Multi-Agency Safeguarding Hub (MASH) and Early Help Programme

Our vision is to build a Multi-Agency Safeguarding Hub (MASH) that provides a single point of contact for safeguarding concerns relating to children, young people and adults in Surrey.

This new 'front door' will provide a full and rich picture of need, risk and harm, bringing together data, information and knowledge from across the Surrey partnership. Decisions will be underpinned by a consistently understood and applied threshold of need and strengthened by excellent professional judgement. The MASH will lead the way in reforming social care practice in Surrey, in an effort to make sure a customer's first experience of the safeguarding system is an outstanding experience.

The MASH launched on Wednesday 5 October, and aims to identify need, risk and harm accurately to allow timely and the most appropriate intervention. It is made up of a membership of co-located agencies bringing together Surrey County Council social care workers for children and adults, early help services, health workers and police. We also have a virtual team of partners who support the MASH via information sharing. This includes "What is Sexual Exploitation project (WiSE) workers, education workers, independent domestic violence advisers, youth support services, probation service, ambulance service, hospitals, schools and colleges, a data analysis team and four early help co-ordination hubs.

The multi-agency safeguarding hub considers all matters brought to its attention and decide what the best level of support, or most appropriate service, is. If there is not enough information to make this decision, the MASH will request information from other agencies such as police, health services and schools, to be able to make that decision and get it right the first time. Because of closer partnership working, there is clearer accountability and less duplication.

We have been working with our key partners to make sure the right processes are in place so we can safely share information between us, helping to build a better picture of the many and varied situations the MASH will deal with. Not every person will need intensive safeguarding support, therefore, staff in the MASH will be able to make decisions underpinned by accurate data, and a consistently understood threshold of need supported by professional judgement. This means with one point of contact for reporting a safety concern, 'no' is no longer an acceptable response. Instead, anyone in need, regardless of age, will be provided with the appropriate level of support at the right time, based on partnership knowledge.

There are new contact details for reporting a safety concern for a child, young person or adult, including one contact number which replaces the Children's Social Services local Referral, Assessment and Intervention Service (RAIS) numbers and the Adult Social Care services telephone number. The RAIS numbers will continue to operate until we are confident they are no longer in use however from the 5 October they will be automatically transferred to the MASH. Therefore, if anyone still uses the old numbers they will get to the right place.

Although there is one 'front door', there are three ways to access it, giving people the option of getting in touch in the way they feel most comfortable:

1. By calling the new MASH number.
2. By emailing using the general account.
3. By email using the secure account (specifically for GPs and those who hold/ share confidential information with the MASH).

Something to keep in mind is that the MASH is specifically for new safeguarding concerns about a child, young person or adult. Those with an existing case should continue their relationship with their allocated social worker directly.

New MASH contact details

The new contact details went live on 5 October:

0300 470 9100

Surrey MASH/CAE/SCC (internal email)
mash@surreycc.gov.uk (external email)

A secure email will also be available.

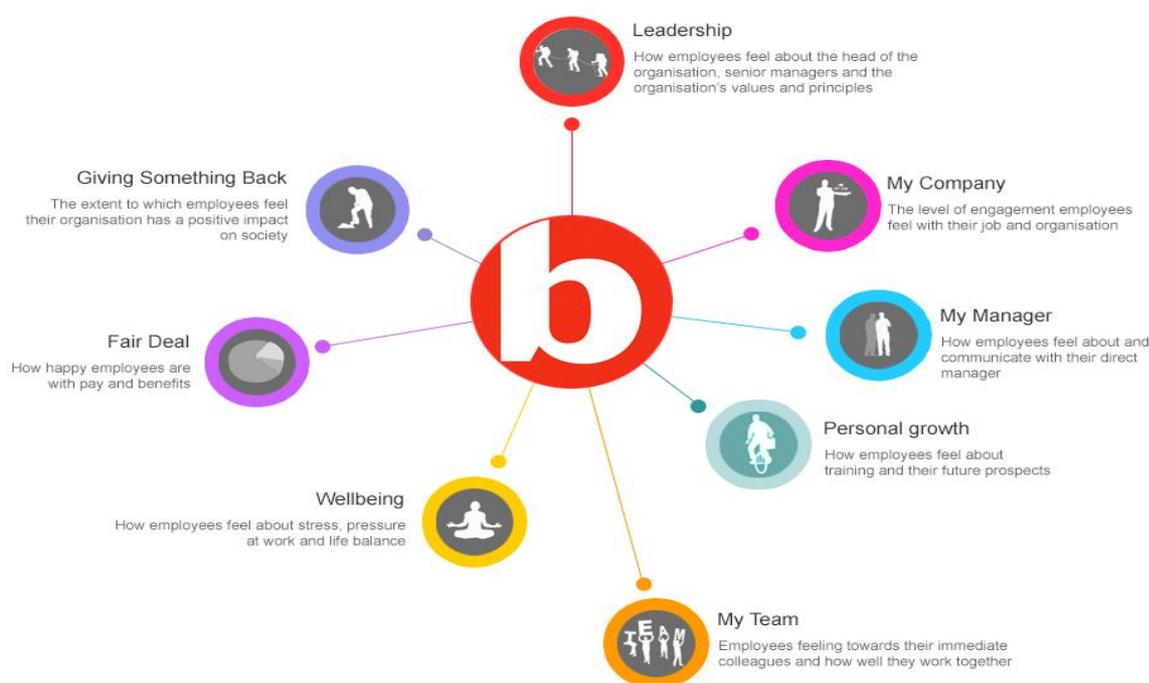
Culture and staff survey

Our organisational culture is what makes Surrey a great place to work. The case studies in this report alone show how, by listening to one another, taking responsibility, trusting each other and showing each other respect we can achieve amazing things.

Whilst we have many strengths, there are always areas where we can strive do better as individuals, within our teams and as a whole organisation.

Thank you to those of you who completed our staff survey last year. The survey was managed and co-ordinated by Best Companies, the UK's largest engagement survey provider which co-ordinates the Sunday Times 100 best companies to work for lists.

The survey looks at the eight factors shown in the diagram below:



The results provided a real insight into how you feel about working for Surrey County Council – what is working well and what would make Surrey a better place to work for you.

You told us that you believe you can make a valuable contribution to the success of the organisation, feel supported and cared for by your colleagues and positive about the support provided by your direct line managers who talk openly and honestly with you.

Areas where you felt there could be improvement included Fair Deal (in particular issues around pay and benefits), coping better with pressures of work and continuing to build our leadership culture with a particular focus on listening rather than telling. We have been working hard to address these – we have agreed a new Pay and Reward Strategy for those on Surrey Pay following a full-scale consultation exercise. We have also started making changes to our wellbeing and support package and our leadership offer – in particular the continued development of 'Leading with Confidence'. We have also re-launched the

behaviour framework this year and continued to invest in training and development with both our coaching and the high performance development programmes supporting leaders throughout the organisation to develop stronger listening skills and understand the impact of their own behaviour on others.

This was the first of three annual surveys we have commissioned from Best Companies, with the next one due this month (October). I hope that you will join me in completing our next staff survey so we have views from as many people within the organisation as possible. Responding to the feedback from the survey will remain a priority in how we shape our future together.

Public Service Transformation

Partners in Surrey are continuing to transform services for some of our most vulnerable residents by working together and working differently.

Surrey was one of nine places in the country invited to join the Government's Public Service Transformation Network. Our strong partnership working was well recognised through groundbreaking work such as the use of restorative justice for young people and our Family Support Programme.

Surrey has gone on to develop an ambitious programme of public service transformation, which is helping to improve the lives of more people, relieve pressure on services such as the police and A&E, and reduce costs.

Since the end of 2015, there have been over 4,000 visits to Surrey's five new Safe Havens for people experiencing mental health crisis. These are places where people can come when in distress and receive help and support both from professional staff and peers. Visitors tell us that coming to the Safe Haven helps them prevent or manage a mental health crisis and return home. In financial terms, this translates into almost £1.2million of avoided costs to A&E and psychiatric services.

In June 2016, Surrey began an innovative scheme to divert and reduce the number of women in the criminal justice system. The majority of women who commit a crime in Surrey have experienced significant victimisation, including domestic abuse. Most have dependent children. Although in early stages, the scheme is already helping to keep these women out of prison, re-establish their lives and keep families together.

Alongside these examples are other programmes such as collaboration across emergency services, which have brought quicker responses to life-threatening situations such as cardiac arrest. Further plans are underway to bring together transport functions to increase efficiency.

We have underpinned our partnership working with a sound and consistent approach to transformation. Multi-agency governance means we work together to make decisions and decide on actions. Evidence and the experience of our residents help to inform these actions. Strong programme management enables the right resources to be in place to deliver change. On-going evaluation demonstrates the impact we are making and the case for change.

This means that transformation is systematic and can be scaled up and replicated.

Looking ahead, partners in Surrey are developing a new approach for people with multiple and complex needs. These are people who experience several problems at the same time such as mental health, homelessness, substance misuse and family breakdown. Due to the nature of these problems, they can spiral downwards. We are using the opportunity of devolution to support our work to move to early help for these residents before they become trapped in chaotic lives and poverty.

Surrey continues to lead the way nationally on public service transformation as more of our residents benefit from changes to services delivered by working together.

Volunteering

I was struck by the fact that in the last six months our colleagues volunteered over 2,000 hours through employee volunteering. Volunteers make an invaluable contribution in Surrey and play a vital role in helping to meet the needs of residents. It's great to see our colleagues playing a part in this, whether it's through the employee volunteering scheme or volunteering in their own time, not to mention the thousands of residents who give their time to support their local community.

I know from my own experience how much you can gain from volunteering. As well as contributing to a cause that's important to you, it can be an opportunity to do something different to the day job, and research tells us the positive impact volunteering has on our wellbeing. It's also a way of building new skills and I know colleagues who wouldn't be doing the jobs they are today if it wasn't for the experience they have gained through volunteering.

Looking at how volunteers are supporting our own services makes me realise the variety of volunteer roles there are in Surrey. From teaching young people to repair and maintain bikes, to driving 4x4 vehicles in response to emergencies, to spending time with an elderly neighbour who might otherwise be isolated; there are so many ways volunteers are helping us to help our residents. Later in the report I've shared a story from a colleague which highlights the diversity of volunteering.

It's safe to say that without volunteers contributing all they do, it would be hard for us to meet the needs of residents something that is only going to get harder as financial pressures increase. Whether it's through the support they provide to our vulnerable adults or the opportunities they create for Surrey young people or the care they give to the environment, the time and skills given by volunteers make a huge difference in the areas where we need them most.

I'm grateful to all those who volunteer whether it's an hour every now and then or a few hours every week. In the next six months it will be important to continue to recognise the great work by those who are already volunteering and look at how we can enable more residents and colleagues to volunteer.

You can read about the experiences of colleagues volunteering on our volunteering [s-net pages](#).

Part 4

Case studies & Awards and recognition

Wellbeing

- Mark Edridge, Safeguarding Surrey's vulnerable residents
- Chess Dennis, Finding your feet mentoring
- Thomas Flood, SEND Voices, Special Educational Needs and Disabilities Participation group
- Elizabeth Duggan, Run to Rio
- Ben Byrne, Housing for young person at Farthings

Economic Prosperity

- Michelle Marshall, Promoting online booking for register office
- Katelyn Symington, Minerals and Waste Planning apprenticeship
- Chris Goodall, Surrey Online School
- Joanna Lang, Care Leaver apprenticeship
- Zena Curry, Life in the Fast LANE

Resident Experience

- Elaina Phillips, SEND internships
- Denise Boud, Helping a young person with SEND
- Emily Pentland, Streets Ahead – working together in Elmbridge
- Thomas Griffiths, Universal Credits champions
- Justin Newman, Surrey Heartlands STP

Awards and recognition

Wellbeing

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



Mark Edridge

Mark Edridge tells us how collaborative working and a new system for reporting can help vulnerable people in emergency situations.

“Vulnerable residents will be better supported during an emergency response, whether that is evacuation or support in their own homes.”

Safeguarding Surrey’s vulnerable residents

Background

During the widespread flooding in 2013-2014 the emergency management response processes were placed under significant pressure due to the volume of incidents. As a result we wanted to improve the vulnerable people response plan.

When emergency services are responding to an incident, it’s vital that they know if the residents affected are vulnerable or need particular support. Information about vulnerable people is kept across a range of local authorities, community care and NHS organisations. The Emergency Management Team (EMT) is responsible for collecting the information from the agencies and passing it on to the emergency services, in an emergency.

The Challenge

The EMT consistently met best practice standards and collected, validated and updated the emergency services with information on vulnerable people within an hour of the incident. But we wanted to serve Surrey’s residents better and find a smarter way to help the emergency services identify vulnerable residents and make the system more efficient for the EMT.

We needed a flexible solution that could be easily adapted to accommodate unforeseen needs in the future. We wanted a system that met each of the individual needs of partner agencies and reassure them the information they shared would remain confidential and secure.

What was the solution?

We created a Vulnerable People Reporting System (VPRS), for essential information about Surrey’s vulnerable people to be uploaded from agencies’ own systems, cross-referenced, updated and made instantly accessible to the emergency services.

How did we achieve this?

There were two main challenges in creating this system; we needed to get the technology right and make inter-agency working simpler.

That meant creating a system that could be adapted as and when new circumstances occurred but was also secure enough to hold sensitive information from a number of agencies.

“We are expecting the system to be ready for use in October 2016, in advance of this year’s winter period.”

What was the outcome?

The benefits of the VPRS are considerable.

- Vulnerable residents will be better supported during an emergency response, whether that is evacuation or support in their own homes.
- The enhanced service quality allows the EMT to focus on the valuable activities of management and strategy rather than crunching data and producing reports.
- Leading toward an enhanced service for residents.
- The team can match and process data at a rate inconceivable for a manual approach.

A combination of technical innovation, the use of agile delivery methods and the potential benefit to Surrey residents has led to external recognition for the project, achieving the Editor’s Choice prize at the 2016 Digital Leaders Awards.

What’s next?

Over the last few months we have been making refinements to the system and are currently going through testing and training with Surrey County Council services and partners. We are expecting the system to be ready for use in October 2016, in advance of this year’s winter period.

Find out more

For more information about the EMT or the VPRS email [Mark](#).



Chess Dennis

Chess Dennis, Business Services, tells us her experience of mentoring in the Finding Your Feet scheme.

“It can be useful for young care leavers to receive additional support from someone outside of the service too.”

Finding your feet mentoring

What is the challenge?

At the age of 18, Surrey's looked after children come out of care and move towards independence - a crucial time in any young person's life. To help with this transition a range of support is provided for care leavers aged 18 – 25 including individual support from a personal advisor, assistance with housing, and education and employment advice.

It can be useful for young care leavers to receive additional support from someone outside of the service too. In 2010 the council created a mentoring scheme finding your feet, for young people in care to complement and extend the support offered by the Care Leavers service.

Having benefited from the support that I received from my own mentors and appreciating how they helped shape my choices and career, I wanted to offer the same to others. In 2014 I found the scheme on s-net and expressed my interest in volunteering.

How does the scheme work?

Finding Your Feet provides training, support and coaching for mentors and pairs them with young people in care and care leavers. Over the past two years I've been paired with two care leavers and have given a mix of targeted assistance, for example CV writing, as well as more general support.

One of the advantages of Finding your Feet is its flexibility. I worked with the young person to set our objectives and define when, where and how often we wanted to meet.

This year I worked with Kirsten, a care leaver, who was an apprentice in Surrey. We met once a month and concentrated on identifying and strengthening Kirsten's skill set and thinking about her post-apprenticeship options.

What difference has it made?

The scheme has had a positive impact on both of us. Kirsten said:

“I always looked forward to our meetings as I knew that I was taking another step forward in discovering new things about myself. Chess helped me

“The biggest impact to me has come from exchanging perspectives with a young person with care experience and helping them grow into adulthood.”

identify my skills and understand what I have learnt from my education and employment. I am also more confident and now feel comfortable advising others who are thinking of taking up an apprenticeship.”

For me, mentoring has been a great learning experience. I have developed my coaching skills, shared my understanding and expertise, as well as learning about apprenticeships. However the biggest impact to me has come from exchanging perspectives with a young person with care experience and helping them grow into adulthood.

Find out more:

Due to the success of the Finding your Feet scheme, mentoring for young people in care and care leavers has been extended to ages 14 – 25.

Find out more about Finding Your Feet and how you can get involved on [s-net](#), their [website](#) or by emailing [Finding Your Feet](#).



Thomas Flood

Thomas Flood, Senior Children's Rights Assistant, tells us about giving a voice to young people with SEND through a participation group.

“We wanted to find a way to put the voice of young people with SEND at the heart of what we do.”

SEND Voices, Special Educational Needs and Disabilities Participation group

What was the opportunity?

We at the Rights and Participation Team are constantly striving to ensure that children and young people are heard and listened to. As the council improves its services and programmes for young people with special educational needs and disabilities (SEND) we wanted to find a way to put the voice of young people with SEND at the heart of what we do. We know that we can learn a lot from their feedback to help us develop and improve our services, while providing a positive experience for the young people at the same time.

Inspired by the success of the Child and Adolescent Mental Health Services (CAMHS) participation group, our solution was to create a new participation group for young people with SEND. The group invites young people aged 10-25 with SEND to come together and give feedback on the services the council provides and facilitates.

We started work in early 2016, planning the project and inviting young people to participate. We held the first meeting of the group, 'SEND Voices', in May 2016.

How does the group work?

Currently SEND Voices meets once a week in Woking and is primarily focused on under-18 issues. The meetings contain fun team building and skills based activities for the young people as well as active consultation sessions where we ask the young people for feedback on the council's policies and practices.

All of the activities are led and driven by the young people themselves. My role is to facilitate the meeting, providing an agenda when necessary, as well as hot food (pizza is always a favourite). Children's Services also help refund travel costs for the young people to make it easier for them to attend from all over Surrey.

How successful has it been?

SEND Voices has only been running for a few months and has already begun making a difference.

“SEND Voices has only been running for a few months and has already begun making a difference.”

The group discussed the importance of keeping young people with SEND informed about the issues important to them and decided that a magazine would be a great way to achieve this. In September the first magazine made by young people for young people with SEND was published, and sent out to young people and schools across Surrey.

SEND Voices have also given feedback on the education health care plan (EHCP) process, resulting in a change that allows young people to give more accurate answers to diagnostic questions.

What's next?

We are busy recruiting more young people to join the participation group and expect a significant growth in numbers over the next few months. SEND Voices are creating their own pages including the most engaging and useful content on the Local Offer website, the online hub for under-25's with SEND.

Find Out More

For more information on SEND Voices or the Rights and Participation Team [email me](#) or have a look at [my blog](#).



Elizabeth Duggan

Elizabeth Duggan, Active Surrey, tells us how she worked with primary schools to encourage children to be more active.

“We challenged every school in Surrey to travel 5700 miles in 12 weeks, the same distance from Surrey to Rio de Janeiro in Brazil.”

Run to Rio

What was the challenge?

In early 2016 Active Surrey heard about a new exercise programme initiative that encouraged primary school pupils to run a daily mile during their school day. Taking part in regular physical exercise can have a big impact on children's lives, improving fitness and, reducing obesity as well as having a proven increase in children's concentration in the classroom.

We wanted to adopt the daily mile to help all of Surrey's children be more active. The challenge was to adapt the programme that had previously been tailored for an individual primary school to involve all of the primary schools in Surrey.

The inspiration came when we tied together the daily mile to the 2016 Olympic Games held in Rio de Janeiro and created 'Run to Rio'.

How did the programme work?

The idea of Run to Rio was simple - we challenged every primary school in Surrey to travel 5700 miles in 12 weeks, the same distance from Surrey to Rio de Janeiro in Brazil.

Every child was encouraged to run or walk for 15 minutes a day (in addition to their curriculum Physical Education or sports classes) and record the distance. The schools added together the distance each child ran and then tracked the distance the whole school had run collectively.

Was it a success?

We worked closely with primary schools to try to get them involved, sending out information packs and promotional material, as well as providing advice. We also worked with the company Premier Sports to give schools free access to their Golden Mile website, allowing them to monitor their progress in a user friendly way.

On 29 April we launched Run to Rio with a high profile event at St. Polycarps School in Farnham, with Secretary of State Jeremy Hunt and Olympic gold medallist Duncan Goodhew.

“Run to Rio won’t stop with the Olympics.”

The uptake by schools exceeded all expectations. Over 110 schools took part and over half of these schools ran more than the distance to Rio. More than 35,000 primary school pupils were involved and collectively Surrey’s primary students have run over 600,000 miles in 12 weeks, the equivalent of running around the world 24 times.

But the biggest measurement of success is the difference that regular exercise makes on young people’s lives. Premier Sports is helping us make an objective measurement of the impact that Run to Rio has had on children’s fitness and the results will be available later in the year. Already we have received overwhelmingly positive feedback from children, parents and teachers, with reported improvements in children’s health, attentiveness, wellbeing and happiness.

What’s next?

Run to Rio won’t stop with the Olympics. Many schools have expressed an interest in continuing the scheme, including talking about extending the target to ‘run around the world’. In September we met with schools to explore the different ways that we can extend or adapt the programme, encouraging students to continue exercising and keep active and healthy through school and into later life.

Find out more

To find out more about Run to Rio and Active Surrey visit their [website](#) or email [Elizabeth Duggan](#).



Ben Byrne

Ben Byrne, Head of Early Help tells us about securing accommodation for vulnerable people

“Social housing is normally for families, however we also need to support SCC’s community value requirement to provide suitable housing for vulnerable young people.”

Housing for young person at Farthings

What was the challenge?

In a high cost area like Surrey there is an acute shortage of housing available, especially for young and vulnerable people. We need to work with housing providers and local housing departments to address this issue.

When any surplus land owned by Surrey County Council is sold, there is a need to maximise value, but unless the site is small, any developer must provide some units of social housing. Social housing is normally for families, however we also need to support our community value requirement to provide suitable housing for vulnerable young people.

How did you overcome this?

We worked closely with two key partners, Mole Valley District Council and, the homelessness charity, Transform Housing & Support. Transform provide housing and support to over 1000 homeless and vulnerable people.

We had a piece of land in Leatherhead for sale. In the legal documentation, under social housing requirements, it was outlined that one house would be provided for Transform.

What next?

The house is due to be completed next July and Transform will acquire this at a substantial discount from the developer as part of the social housing requirement.

By thinking laterally and working in partnership with Mole Valley District Council and Transform in the sale of land, we have secured accommodation for the Youth Support Service that will benefit young people in Surrey in need of housing and support.

We hope to use this model with other district councils and specialist housing providers like Transform so that Surrey can use its social capital gain from land disposals to benefit young people.

The new accommodation will provide many young people over the coming years with a safe place to live, where support can be provided to help them transform their lives.

Find out more

To find out more contact **Transform Housing and Support**.

Transform would be happy to share their experience and signpost enquiries to the most appropriate person in the respective district or borough council.

Economic prosperity

**Surrey's economy remains
strong and sustainable**



Michelle Marshall

Michelle Marshall, Business Services, tells us about booking appointments for the register office online.

“Working with the Registration Service, we made some simple changes to the site.”

Promoting online booking for register office

What was the challenge?

When parents want to register their child’s birth, the first step is to contact the council to book an appointment at a Register Office. In October 2014 we created an online portal for customers to make their appointments but months later we found that 87% were still choosing to phone the contact centre. Given the predominantly young demographic of new parents we were surprised that so few people were using the online option. With 15,000 births in Surrey each year, telephone bookings created a high call volume for the contact centre and represented a significant cost.

To help us increase the number of online bookings, we worked with the Registration Service to identify how customers were accessing the appointment booking system and we also looked for ways to promote the online service.

How did you make a difference?

The first step in understanding our customers’ experience was to map the journey of how they made contact with the Registration Service. We found two critical points where it seemed a small intervention could change behaviour.

First, we looked at the information provided on the council website and discovered that the signposting could be more effective. Working with the Registration Service, we made some simple changes to the site including a prominent link to the online booking service on the Registration Service ‘contact us’ page.

We also looked at the information provided to parents in maternity wards. Information packs distributed by hospitals included a flyer prompting parents to phone the council to book a registration appointment, but it didn’t mention the online option. We produced and distributed a new leaflet to hospitals that promoted online booking.

As a result of both the new flyer and the website restructure we’ve seen a dramatic change in customer behaviour, with over 60% of bookings now made online.

“Looking at the experience of registering a birth through the customers’ eyes, we found that a simple change produced big results.”

How did this impact residents?

By looking at the experience of registering a birth through the customers’ eyes, we found that a simple change produced big results. By reducing the demand on the contact centre we created an estimated annual financial saving of £75,000 and we improved the experience for customers.

Find out more

Find out more about customer journey mapping on [s-net](#). For more information on this story email [Michelle Marshall](#).



Katelyn Symington

Katelyn Symington, Principle Planning Policy Officer, tells us about apprenticeships in Surrey's planning department.

“We needed to think creatively about how to give young people access to a career in planning.”

Minerals and Waste Planning Apprenticeship

What was the challenge?

Traditionally young people start their career in planning after graduating from university. With less people studying planning there are fewer and fewer young people qualifying. In addition, Minerals and Waste Planning is seen as a niche area of the wider Town Planning profession. Both of these factors have made it difficult for the Minerals and Waste Planning Team to recruit.

As a number of our colleagues are looking forward to retirement in the next decade we needed to think creatively about how to give young people access to a career in planning.

How did you overcome it?

Inspiration came when we saw how much of a benefit our existing internship and work experience schemes were having on the team's morale and also the useful contribution these young team members were making.

We worked together with Chichester College to create an apprenticeship position in our team. We offer one paid apprenticeship every year. The course at Chichester College runs for two years and it concentrates on both planning theory and practice.

During the apprenticeship young people gain experience across a wide range of planning and related areas, including heritage, enforcement and environment.

Young people who finish the apprenticeship will receive a level 3 NVQ and be ready for an assistant planner or technical role in a planning department, giving young people the necessary first step to developing a career in planning.

What impact has this had?

We took on our first apprentice in September 2015. It has been a real success, both for us as a department and for the apprentice. The scheme has made a real difference, helping to foster a 'team' spirit. It has helped energise and motivate the more experienced colleagues.

“We hope to make sure a skilled workforce is available for Surrey in the future.”

By providing opportunities for young people to learn from experienced members of staff through the apprenticeship scheme, we hope to make sure a skilled workforce is available for Surrey in the future.

What's next?

We will continue to build on our apprenticeship scheme in the hope that some will stay on and further their careers with us.

We are about to take on our second apprentice in September, meaning we will have two apprentices in the Minerals and Waste Planning team.



Chris Goodall

Chris Goodall, Schools and Learning, talks about Surrey's Online School, Virtual Learning Environment.

“People fear that technology isolates young people, but it can help to reconnect them and be something that provides them with an alternative route to being successful.”

Surrey Online School

What is Surrey Online School?

Surrey Online School (SOS) provides a mix of education technology including live online lessons to a range of pupils across the county. It aims to make the best teaching available to all students in Surrey, irrespective of background or location.

The challenge

Students within alternative education provision have traditionally been taught using bank staff who visit students in their own home to conduct face to face education. This was costly and difficult to maintain, the suggested 25 hours per week teaching time was sometimes fewer than nine hours.

Technology has changed the face of mainstream education and schools are now using a range of innovative IT solutions to bring lessons to life and make learning more engaging. The challenge for us was to bring some of these exciting learning methods into the alternative provision environment at a time when budgets are being squeezed.

SOS provides online lessons and access to educational resources via a virtual learning environment (VLE) to a wide range of pupils including those who are out of school due to medical needs, those within Surrey's existing alternative provision services including Access to Education (A2E), Special Educational Needs (SEN), Looked after Children (LAC), school refusers and increasingly those at risk of permanent exclusion.

How did you overcome it?

Surrey Online School is currently used by the following services:

- Surrey Virtual School for looked after children
- Access to Education Service
- SEN Service
- Elective Home Educated and GRT community
- Primary, Secondary and Special Schools
- Pupil Referral Units

It has become a key vehicle for delivery for many of these services and allowed them to be able to cope with increasing student numbers whilst considerably reducing costs.

“Students say SOS has really changed their attitude to education; they are feeling more confident and are enjoying education more than ever before.”

Live lessons were trialled on the existing users of the already established Virtual Learning Environment. The online delivery method has meant that more children can be reached at a lower cost. It has given services an additional form of provision to complement existing methods in a blended learning approach.

How successful was it?

Live lessons launched in September 2015 and already good quality outcomes for students can be demonstrated both in terms of increased average attendance of the most disaffected children in Surrey, up to 53% attendance rates from 10% previously, and academic achievement, but also in terms of re-engaging students in education. SOS also has indirect benefits including increased socialisation, increased confidence and preventing young people from becoming Not in Education, Employment or Training (NEET).

Feedback has been overwhelmingly positive from students, parents and schools. Students say SOS has really changed their attitude to education; they are feeling more confident and are enjoying education more than ever before.

What did you learn?

I learnt that technology has the ability to engage some of the hardest to reach pupils and although many have fears about it increasingly isolating young people, it can also help to reconnect young people and be something that provides them with an alternative route to being successful. It is most effective when employed with a range of strategies in a blended approach so that the benefits of both face to face provision and online learning are maximised.



Joanna Lang

Joanna Lang, Services for Young People, tells us about apprenticeships set up for care leavers.

“The apprenticeship gives care leavers, who may not otherwise have the opportunity, to gain experience working in an office whilst working towards an NVQ.”

Care Leavers Apprenticeship

What was the challenge?

The Children's Rights Service is always on the lookout for ways to empower children and young people to influence and improve the services they receive. We realised that Surrey's young care leavers are able to give us a unique perspective of the Surrey services, able to give us advice on how to improve our service to young people in care as well as helping to bridge the gap between the service and the service users.

What difference did you make?

Our solution was to create new roles for 'care leavers' apprentices', separate to the established apprenticeship scheme and only available to Surrey's care leavers. The one or two year apprenticeship gives care leavers, who may not otherwise have the opportunity, to gain experience working in an office whilst working towards an NVQ qualification.

The apprenticeship is based inside the Children's Rights Service, allowing care leavers to attend and participate in meetings directly relevant to young people's experience in care (e.g. team and operational meetings).

The apprentices were also given the opportunity have one day a week placements in different departments in Surrey to give them a broader experience.

Who has this helped?

The apprenticeships have been very successful in terms of helping young people. We have more than ten graduate apprentices who are still engaged with the service. Some work with us now to deliver training to social care staff.

Sean Baines, who has just completed his apprenticeship with us this September, spoke about what the apprenticeship scheme meant to him. He really values the relationships he forged during his 18 months with us. “The most valuable things about the apprenticeship for me was meeting so many people that care so passionately about the young people they work with and what they do”.

“The team I worked with made always made me feel like whatever I said was worth listening to and acting on. So this definitely boosted my confidence but also made me passionate about what I do.”

Sean is going to university in September 2016 to study counselling and says that without the apprenticeship he never would have considered doing a degree. He feels the apprenticeship really boosted his confidence and has helped him to shape his future.

Sean plans on staying involved with the Children's Rights Service and the Care Council as “the relationships I've made are really important to me”.

How has it helped the Children's Rights Service?

There have been considerable benefits to the service. The apprentices run a variety of projects including Care Council, a monthly meeting of young people looked after by Surrey and care leavers where they discuss issues that they wish to stop, start or change as well as attending great social and fun activities.

The apprentices also work on Skills Fest, a day festival of fun practical activities to help promote independent living and to celebrate those who help young people leaving care. The apprentices organise and manage the event, even booking celebrities and organising food, now in its fourth year.

The apprentices have allowed us to identify and resolve issues for young people in care. By working with young people and services they are able to highlight improvement and they are able to use their unique care experience to improve the services Surrey offer.

What's next?

We have two new apprenticeships due to start in September.

Apprenticeships are now being more closely integrated with the main SCC apprenticeship programme and now have full access to the mainstream induction training and networking events.



Zena Curry

Zena Curry, Area highways manager, tells us about a series of workshops helping colleagues connect and offer better service.

“Fast LANEs aim to bring colleagues together from across the service in a relaxed, network-friendly environment.”

Life in the Fast Lane

What was the challenge?

During 2015, a substantial number of new starters joined Surrey County Council's Highways & Transport service. At the same time, the service went through a major restructure, with many colleagues changing positions and teams. Both of these factors contributed to colleagues not understanding each other's responsibilities and priorities which resulted in teams not working as well as they could together.

During the same year, we learned from the staff survey feedback that staff wanted more training and networking opportunities so they could be at their most efficient and provide the best service. Staff wanted to know "who do I contact and Who does what?"

In short we faced a double challenge, needing to re-connect staff with each other as well as put in place a new training structure to keep staff informed and up to date with best practices and upcoming changes.

What was the solution?

We created a series of workshops and events to tackle both of these challenges at once. These Fast Learning and Networking Events (Fast LANEs) aim to bring colleagues together from across the service in a relaxed, network-friendly environment. Colleagues from other directorates are also invited to relevant events.

The fortnightly events are flexible in format but always involve a talk or discussion about an important issue or change facing the service. The events while focused on training and learning, also give plenty of opportunity for colleagues to chat and network. The other key feature is that the LANEs are 'fast'. We wanted the events to be as easy as possible for colleagues to attend so designed them in a way that meant they could be delivered in just a couple of hours.

We launched the first Fast LANE session in December 2015 and it was an immediate success. Even though colleagues have no obligation to attend, demand for places has been extraordinarily high, with all of the events oversubscribed. Colleagues have responded well to the sessions and we

“We are want colleagues to ‘put themselves in the customer’s shoes’ in the next phase of training.”

have even received requests for sessions to be repeated so that more colleagues can attend.

How have you made a difference?

There have been several improvements within teams since we started Fast LANEs.

Colleagues are able to meet those that they had only remote contact with previously. They better understand the services that colleagues provide and what support can be offered, enhancing the "customer journey", with knowing "who does what".

Colleagues are much more aware of the interconnections between different teams and projects and have more understanding of the challenges and successes of both the Highway & Transport’s service and Surrey in general.

What’s next?

We are want colleagues to ‘put themselves in the customer’s shoes’ in the next phase of training, with the aim of encouraging colleagues to see the services we provide from the residents' point of view, and to better manage expectations.

Find out more:

Contact **Zena Curry** for more information about ‘Fast LANE’ sessions.

Resident experience

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



Elaina Phillips

Elaina Phillips, Childrens, Schools and Families, talks about internship opportunities in Surrey for young people with SEND.

“Every young person with SEND is employable, the key is finding or creating the right opportunity for a young person and helping them acquire the skills they need to be successful.”

SEND Internships

The challenge

Surrey County Council believes that every young person with SEND is employable. The key is to find or create the right opportunity for the young person and help them acquire the skills they need to be successful.

Working with the SEND team, the Surrey Community Engagement team designed a new programme of ‘supported internships’ in addition to the existing Surrey County Council internship programmes. Supported internships are designed to enable young people aged 16-25 with either a statement of special educational needs, a learning difficulty assessment, or an education, health and care plan to gain a variety of skills and experiences, all while learning in the workplace. The programme is offered by businesses to interns and is facilitated by Surrey County Council through a grant scheme for participating businesses. Once we’d created the programme, the challenge was to encourage businesses to offer the internships.

How did you make a difference?

In December and January we ran two conferences for businesses to raise awareness of our supported internship programme.

There was a great response from the businesses who attended the conference and it was really nice to see organisations approach the idea creatively and develop different and interesting opportunities.

What’s next?

As a result of the conference we received 12 applications from organisations for supported internship grants. In May we awarded three companies with grants. The first supported internships will typically last 12 months and are planned to start in September.

Find out more

You can find out more about [supported internships](#) and the Community and Engagement team on [s-net](#).



Denise Boud

Denise Boud, Childrens Schools and Families, tells us about helping a young person with SEND enrol in a suitable school for him.

“By understanding their particular needs we identified the steps needed to access specialist support and acted quickly.”

Helping a young person with SEND

What was the challenge?

In autumn 2015 a family that had recently arrived in Surrey made contact with the Family Information Service. The family had a young child with special educational needs and disabilities (SEND) who was due to start school the following academic year. After consulting with the family and the child’s paediatrician, we identified that he would need considerable specialist support to get the best opportunities from school.

How did you help?

The Family Information Service (FIS) helps families find and access the most appropriate services and assistance available in Surrey. In this case the child needed an education, health and care plan (EHCP) to be eligible for specialist support at school or placement in a specialist school.

Normally a child would begin the EHCP process after being referred by a nursery or school setting. However, as he was not currently in nursery and, knowing that the EHCP process can take some time, we decided that the FIS would make the referral. By acting quickly we hoped that the plan would be approved before September giving him the best chance of receiving the care needed when he started school.

We also helped the family by encouraging them to access other services, including:

- Referring the family to various agencies that provide advice about SEND as well as assistance with the family’s benefit applications.
- Helping find a suitable pre-school nursery which then applied for government inclusion grants to provide the additional support he needed in nursery.
- Supporting the family as they applied for school places so that their child would have a place in a Surrey primary school regardless of whether the ECHP was approved in time or not.
- Finding a professional key worker to provide individual support for the family.

“Without our help it’s likely the child wouldn’t be attending the right school for his needs at the earliest possible opportunity.”

What was the outcome?

In May 2016 the child’s EHCP was confirmed which meant that he would have specialist provision in whichever school he attended. In June we were delighted to hear that he had been offered a place at the family’s preferred specialist school.

As a result of being referred to the FIS, the family received, and continue to receive, the right support at the right time. By understanding their particular needs we identified the steps needed to access specialist support and acted quickly. Without our help it’s likely the child wouldn’t be attending the right school for his needs at the earliest possible opportunity.

Find out more

For more information on the work we do visit the [Family Information Service Website](#) or [email the team](#)



Emily Pentland

Emily Pentland, Childrens, Schools and Families, tells us about a Young Person's Lodging scheme, a part of the Streets Ahead Programme.

“The project is our way of developing local housing pathways for young people whilst building on local assets.”

Streets Apart – working together in Elmbridge

What was the challenge?

Part of the reason Elmbridge is such a desirable place to live in Surrey is the view that it is a largely wealthy area. However some residents face challenges which can be hidden among this perception of the borough. We, with a number of other organisations, wanted to understand the unique situation in the borough and find ways to address these challenges.

Two recent reports ‘Streets Apart – Growing up on the margins in Elmbridge’ and ‘Inequality in Elmbridge’ highlighted an opportunity to do more to improve the experiences and opportunities of children, young people and their families in this borough.

Using this research, the borough and council, voluntary, community and faith sectors (VCF) and local businesses are working together to explore how those who experience inequality, disadvantage and deprivation in Elmbridge can be supported.

How did you overcome it?

We developed “Streets Apart” to bring together people from across the sectors to align resources, knowledge and expertise to address local challenges and to make better use of the wealth of assets in the area.

The programme is delivering six innovative projects which each support our overall vision that “Elmbridge is a great place to grow up where all children, young people and their families have the best chance of being healthy, happy, safe and confident in their future.”

One project which is being piloted to address the local housing challenge is the Young Person's Lodging Scheme. It has been designed, funded and launched through collaborative working between the borough, county and Walton on Thames charity. A separate charity, Step by Step, is leading on the delivery of the project. The scheme aims to support 22 young people with a housing need aged 16 to 21 by 2018.

The project is our way of developing local housing pathways for young people using local assets. Many young people who are unable to remain with their families need some additional support to develop the independent living skills needed for a successful transition to adulthood. The project offers an

“Streets Apart is focussed on understanding the experiences of children and young people, from their perspectives.”

opportunity for young people to live with someone else in their home, someone who has been assessed and trained to support a young person in their journey to independence.

Streets Apart is focussed on understanding the experiences of children and young people, from their perspectives. We have begun a wellbeing audit in collaboration with local schools. We hope to gain insight into how children and young people experience their lives within the school, family and in their communities. We are particularly interested to find out how the experience of inequality, deprivation and disadvantage impacts on children’s wellbeing.

We will use the findings and work with other agencies to improve children and young people’s experiences and their opportunities in the borough.

The programme is delivering four additional projects which include an asset based community project, work experience and skills development projects as well as a joint youth strategy which ensures we are working together and directing our efforts in the right places for young people.

What’s next?

The wellbeing audit is on track to offer a rich insight into the wellbeing of children and young people in Elmbridge. The knowledge we gain will steer us in our response to improving experiences and opportunities, particularly for those who face inequality, disadvantage and deprivation.

Organisations involved in The Streets Apart programme will continue to learn from each other so that we can improve the lives of children, young people and families.

Find out more

To find out more about the project email [Emily](#).



Thomas Griffiths

Thomas Griffiths, Strategic Partnership manager, talks about helping people with a new benefits system.

“We want to support residents and avoid them getting into hardship.”

Universal Credits champions

What was the challenge?

Universal Credit is a new type of benefit designed to support people who are on a low income or out of work. It is being rolled out across the UK in stages and it will replace six existing benefits.

In Surrey, Universal Credit was introduced for newly unemployed people from February 2016. Existing benefit claimants have not yet been moved across to Universal Credit.

There are many advantages of the new system. It is a simpler and more flexible system that makes sure residents are always better off in work or working more hours. However, there are also challenges:

- All applications are made online which can be difficult for some people who do not have access to a computer.
- Monthly payments are transferred directly into a bank account and housing payments now go to the claimant rather than to the landlord. Whilst this is a good way of giving residents ownership and control over their finances, this can be daunting for some residents who are not used to managing their finances.

We were concerned that residents who have difficulty accessing the information and applications for the new system would fall into hardship; we wanted to support residents to prevent this.

How did you make a difference?

The council piloted a scheme to assist residents in Elmbridge with the new system. We teamed up with Elmbridge Borough Council, two local citizens advice bureaux, the local housing association Paragon and Jobcentre Plus to train universal credit champions. Training began in July and there are now 48 champions. The universal credit champions can help advise residents where they can access a computer and can provide hands-on advice and support about the system.

A resource guide and website has been created to assist residents with the changes. The resource guide brings together all the support services people

“Although there was some initial scepticism around the feasibility of the project, by focusing on the end result we all pulled together and the project has really benefited residents.”

may need for universal credit in the borough. By working together, we have developed a more effective joined-up response with consistent messages for residents and consistent sign-posting to the right support.

Was it a success?

Although there was some initial scepticism around the feasibility of the project, by focusing on the end result we all pulled together and the project has really benefited residents.

Residents who may have difficulty claiming universal credit in Elmbridge can now get the support of a universal credit champion from a number of local services. Champions can support people to make an application and make sure they have access to personal budgeting support, information and advice.

What next?

Universal Credit will continue to be rolled out over the next few years. We will keep training for our champions updated as things change and additional residents start using the new system.

We hope that after this successful pilot, universal credit champions can be used across the Surrey to assist with this scheme.

Find out more

You can see the website and resource guide at [getsetnow.co.uk](https://www.getsetnow.co.uk)



Justin Newman

Justin Newman, Adult Social Care Services, tells us about the Sustainable Transformation Plan in Surrey Heartlands.

“Local health and care organisations are working together over larger areas to improve health services for residents.”

Surrey Heartlands STP

What was the challenge?

The Government asked local health and care organisations to work together across larger areas to deliver Sustainable Transformation Plans (STPs) over the next five years to improve health services for residents. Surrey is covered by three STP areas - Frimley Health and Care, Sussex and East Surrey and Surrey Heartlands, which covers Surrey’s largest geographical health area in central and western parts of Surrey. Surrey Heartlands covers areas currently looked after by Surrey Downs, North West Surrey and Guildford and Waverly Clinical Commissioning Groups.

The health and care system is facing extreme pressure nationally as well as locally. The four biggest pressures in Surrey Heartlands are:

- An older population compared to the national average, often with more complex conditions
- Increasing demand, putting pressure on services, particularly urgent care
- Under-developed community and primary care services, meaning people are not treated in the best place and there’s an increased pressure on hospitals
- High cost of living and proximity to London means significant recruitment pressures and the reliance on agency staff to fill gaps.

What has happened so far?

NHS England identified three main areas to be addressed in STPs; health and wellbeing, care and quality, and finance and efficiency. In Surrey Heartlands, health and care professionals across 11 organisations have come together as a new partnership, building on increased joint working over the last few years. A series of workshops helped the partnership to develop a provisional STP in June and partners have continued to work together over the summer to finalise the Surrey Heartlands submission due to be completed in October. The emerging plan has four key strands:

- Creation of Surrey Heartlands clinical academy so clinicians can work together and agree common standards so that all local residents have access to the same high quality standards of care.
- To promote self-care and encourage and support residents to take more responsibility for their own healthcare.
- To improve the way we provide more care services in the community and single centres for some of the most specialist hospital services.
- Working as one moving to one budget and one overall plan for Surrey Heartlands.

“We’ll continue to work closely with clinicians and staff to develop a more detailed plan, which will be submitted in October 2016.”

The STP has established a number of working groups to develop the proposals further and the additional detail that will be included in the final STP submission.

These working groups cover clinical, enabling and thematic aspects of the plan ranging from cancer services/pathways, out of hospital services and prevention, to bringing together business support functions and use of the public sector estate.

What next?

Although we are still in the early stages of developing this plan, we’ll continue to work closely with clinicians and staff to develop a more detailed plan, which will be submitted in October 2016. This autumn we are starting wider engagement with residents working with them to help them understand the complexities and trade-offs in planning and budget setting, and beginning to communicate and engage in a very different way – so local people are more equipped to take part in co-designing services..

Find out more

To find out more about the STPs email [Justin Newman](#).

Awards and Recognition

Awards and recognition

It's fantastic when the hard work of our colleagues is recognised through official awards and recognition. Here are just a few examples of the awards that Surrey has won over the past 6 months:

Spring 2016

Improvement and Efficiency awards (iESE) – Working together - gold award

In March, Surrey's blue light services won the 'Working Together' Gold award at the National iESE awards – a truly amazing achievement. The judges recognised that, thanks to the efficient joint working of Surrey Fire and Rescue Service, Surrey Police and South East Coast Ambulance Service, significant progress has been made in improving outcomes for the public whilst providing better value for money. The judges applauded the benefits of new initiatives such as the co-responding scheme which has helped to save lives. I covered this in my previous 6-month report, which explained that Fire Services are now attending incidents such as cardiac arrests, choking and loss of consciousness if they are closer to a patient's location than an ambulance.

Left to right: Councillor Richard Walsh, Cabinet Member for Localities and Community Wellbeing, Russell Pearson, Chief Fire Officer, Councillor Kay Hammond, Cabinet Associate for Fire and Police Services, Councillor David Hodge, Leader of the Council, collecting the awards at the prestigious ceremony in Westminster on 2 March 2016.



iESE awards - Remodelling local services and working together - two silver awards

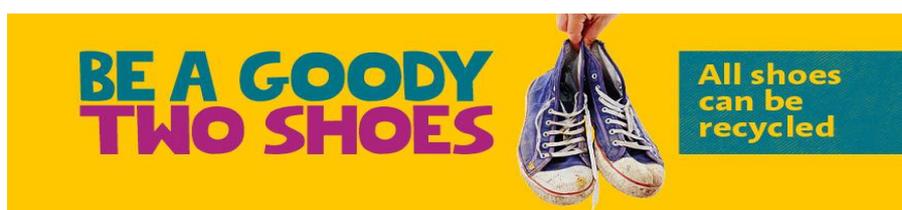
At the same awards ceremony, our Surrey and Buckinghamshire Trading Standards team won two silver awards in the Remodelling Local Services and the Working Together categories. The judges recognised that, by sharing collective experience and expertise, Surrey and Buckinghamshire trading standards colleagues successfully redesigned services into a more efficient joint operation, giving consumers access to stronger safeguards and providing businesses with better services at a lower cost for the taxpayer.

Trading standards team members with (from left to right): Steve Ruddy, Head of Trading Standards, Martin Phillips, Cabinet Member for Community Engagement and Public Health, Buckinghamshire County Council and Mandy Poole, Assistant Head of Trading Standards



LGC Awards – Campaign of the Year - winner

Our textiles recycling campaign, a partnership initiative between Surrey County Council and the Surrey Waste Partnership, won the Campaign of the Year award at the LGC Awards. This is a great example of how we are meeting our corporate priority to increase waste recycling. Our entry was one of 12 campaigns shortlisted and invited to present to the judges in late January. Matt Smyth, our Waste Development Group Manager and Pat Hindley, our Campaign Communications Manager delivered a 10 minute presentation, responding to the brief to outline three reasons why we should win. The judges were particularly impressed that it was our first campaign on behalf of the Surrey Waste Partnership and that we had worked with 11 other councils to develop and deliver it. The campaign, which encouraged residents to recycle their clothes and home textiles rather than throw them away saw a 30% increase in collections from households and recycling banks.



left to right: David Holdstock, Communications director, LGA, Sally Hunt, Waste Improvement Team manager, SCC, Mike Goodman, Cabinet Member for Environment and Planning, SCC, Richard Neale, Senior print and design officer, SCC, Pat Hindley, Campaign communication manager, SCC, Vivienne Chapman, Community portfolio holder, Surrey Heath BC – previously the chair of the Surrey Waste, Cat Porter, Waste improvement officer, SCC partnership at the time of award, Stephen Mangan, celebrity guest speaker.



Summer 2016

Ministry of Defence Employer Recognition Scheme – Gold Award

In August it was announced that we won a prestigious gold award from the Ministry of Defence as part of its Employer Recognition Scheme for championing the Armed Forces. Surrey was one of just five councils nationally to receive the Gold Award, which recognises employers who are acting as advocates of support to the Armed Forces community. Surrey was acknowledged as actively supporting and promoting the interests of serving men and women, as well as former military personnel, so that they are treated fairly both in the workplace and through access to public services. In his letter announcing our award, Michael Fallon MP, Secretary of State for Defence, said: “Thank you for the considerable support you are giving to our servicemen and women.”

The ceremony will be held on 12 October in London and will be attended by our Chairman, Sally Marks, Canon Peter Bruinvels and Sarah Goodman, Community Partnership and Committee Officer.

Digital Leader awards – Public Services Innovation of the Year – runner up

The Surrey Vulnerable People digital exemplar project was awarded the runner up prize at the Digital Leader awards in the Public Services Innovation of the Year category. The award ceremony took place after the National Digital Conference in June where the project was runner-up only to the high-profile DVLA Paperless Driving License initiative.

The Surrey Vulnerable People project has involved representatives from a number of Surrey Services and formed part of the Local Resilience Forum response to the flooding of 2013-14,

seeking to enhance our support to vulnerable people during emergency incidents. In doing so we have produced a system that will help safeguard Surrey residents by saving valuable time and effort in the matching of records across district & borough councils, Surrey services and health community providers. Those records are then presented via dashboards available to the emergency management team, social care and the fire service. We will also be able to display a limited set of this information within the fire service cabs, so they have this information at first response to an emergency incident.

Whilst we didn't win in the Innovation of the Year category, our Surrey Vulnerable People digital exemplar project was selected for the Editor's Choice Award sponsored by Computer Weekly.

Given the strength of the submissions from across different service sectors, the Editor's Choice Award was fantastic recognition of what we are trying to achieve both within our digital approach and the drive for partnership working. Furthermore it is testimony to the hard work of the project team from across the services.

Mariana Leal de Oliveira (Project manager), Laura Sweatman (Senior Emergency Management officer) and Robert Steele (Platform manager) were at the conference and the awards to accept on Surrey's behalf.

Robert said the team were both proud and surprised. "It's a fantastic accolade that a public sector team stood out among very eminent peers," he said. "It's an excellent acknowledgement of the hard work of the team and our supportive partners, and generally the public sector."

left to right: A lady presenting the award, Robert Steele (Platform manager), Mariana Leal de Oliveira (Project consultant), Laura Sweatman (Senior Emergency Management officer) Thomas Swann (Kainos, Analytics architect), a man presenting the award.



National Employers' Network for Equality and Inclusion Awards – Highly Commended award

We all know that emotional factors can affect our wellbeing and our ability to work effectively as much as physical ones. Colleagues were averaging 13.3 sick days each year and we wanted to address this. In July we won a 'Highly Commended' award for our Wellbeing at Work programme at the National Employers' Network for Equality and Inclusion Awards. This was a very competitive field and a highly sought after award, with 16 entries, shortlisted to 6, many of which were large, national organisations. Royal Mail won the overall prize. Thanks to our 'Stay Healthy Stay Well Campaign' which addressed a range of issues including smoking and health checks and our Employee Assistance programme which introduced a range of new initiatives such as mindfulness and team wellbeing assessments, sickness absence levels reduced to 6.4 days, less than half of the previous rate. We also listened to your feedback about how you're feeling from the last staff survey and are putting these points into action.

left to right: A lady presenting the award, Matthew Baker, Chief of staff for Surrey Fire and Rescue services, Abid Dar, Senior Equality, Inclusion and Wellbeing manager.



Fostering Friendly Employer of the Year Award – Fostering Network's Fostering Excellence Awards

In September, Surrey County Council received the Fostering Friendly Employer of the Year Award at The Fostering Network's Fostering Excellence Awards.

Linda Kemeny, Surrey County Council’s Cabinet Member for Schools, Skills and Educational Achievement said: “We’re delighted to receive national recognition for the work we’ve done to support staff who give a loving home to vulnerable children.

“We’re proud to give our staff extra support to undertake this important role and, with more foster carers always needed, would urge other employers in Surrey and across the country to follow our lead and help staff combine their work and family responsibilities.”

left to right: Melissa Green, Director of Operations at The Fostering Network, Cindy Morris, a Surrey foster carer, Simon Newstone from Partnerships in Children’s Services, Linda Johnson, from Surrey County Council’s fostering service and Ashley John-Baptiste, BBC journalist and ambassador for fostering network.



Other recognition

In June this sign was constructed by a Guildford resident to thank contractors for their hard work to re-set the granite sets in Guildford High Street over the previous months. The sign speaks for itself and it really brought a smile to my face - it's small things like this which show just how appreciative our residents can be of a job well done.



Another example of a grateful resident is the email I received to thank Cara Fielder in the works communication team for her support during the installation of the dropped kerb by the resident's property. The resident is in a wheelchair and explained that Cara kept her up to date of happenings to allow her safe access. Cara and her work colleague also came out in person with a plastic ramp so that she could have access to her property whilst the work was being carried out. Cara also phoned her every day to keep her up to date with the progress of the work. Without the care of Cara and her colleague, the resident recognised that she would have been stuck inside her home all week.

All of the examples above are an amazing testament to the work of our employees. If you hear about any awards or recognition received by colleagues over the next six months, please do let me know so that I can cover this in my next six month report to share our success.

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County Council Meeting – 11 October 2016

REPORT OF THE CABINET

The Cabinet met on 14 July and 20 September 2016.

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 14 July and 20 September 2016 meetings are included within the agenda. Cabinet responses to Committee reports are included in or appended to the minutes. If any Member wishes to raise a question or make a statement on any of the matters in the minutes, notice must be given to Democratic Services by 12 noon on the last working day before the County Council meeting (Monday 10 October 2016).

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.

RECOMMENDATION ON POLICY FRAMEWORK DOCUMENT

A FORMATION OF SPELTHORNE JOINT COMMITTEE

1. The Cabinet at its meeting on 20 September 2016 considered the report on the formation of Spelthorne Joint Committee. Building on the positive partnership working between Surrey County Council (SCC) and Spelthorne Borough Council (SBC), it is proposed to create a Joint Committee in place of the current SCC Spelthorne Local Committee. This new partnership arrangement will speed up decision making, improve outcomes for residents and strengthen local democracy, enabling for the first time, all functions and budgets delegated to it by both authorities to be jointly decided upon.
2. The full report is available as part of the 20 September 2016 Cabinet agenda on the County Council's website.
3. The Joint Committee will have an extended remit over and above that of the current local committee with decision making functions in relation to the Community Infrastructure Levy (CIL) and youth provision and advisory functions such as older people's services and making the best use of public assets in the Borough. These changes will support more integrated approaches to service delivery and planning.
4. This approach has already proved successful in Woking where a joint committee, has been operating since June 2014 and was recently reviewed and showed to have improved partnership working between both authorities. Joint Committees are an innovative two tier response to Central Government policy initiatives including devolution. Positive conversations are being held with other Surrey Borough and District Councils on the formation of further joint committees with Surrey County Council (SCC).

5. SCC Cabinet (and Full Council) approval is now sought to establish the Joint Committee, following Spelthorne Borough Council agreement at their Cabinet meeting on 20 July 2016 and Council on 21 July 2016.
6. ***The Cabinet RECOMMENDS that the County Council agrees:***
 1. To recommend that Full Council agrees to establish the Spelthorne Joint Committee to deal with both executive and non-executive functions from 1 December 2016 in place of the current Local Committee in Spelthorne which will cease to function from that date.
 2. That the following changes to the scheme of delegation be approved:
 - to delegate the executive functions to the Spelthorne Joint Committee as set out in Appendix A
 - to recommend to Council to delegate the non-executive functions to the Spelthorne Joint Committee as set out in Appendix A
 - the advisory functions that will come under the remit of the Spelthorne Joint Committee as set out in Appendix A.
 3. That the functions that Spelthorne Borough Council has agreed to delegate to the Spelthorne Joint Committee, as set out in Appendix A, be noted.
 4. That the Spelthorne Joint Committee Terms of Reference, including the Standing Orders under which it will operate, as set out in Appendix A be agreed, and authority be delegated to the Director of Legal and Democratic and Cultural Services to agree to any minor amendments to the Terms of Reference which may be required.
 5. To recommend to Council to appoint a Chairman of the newly formed Spelthorne Joint Committee from 1 December 2016 (item 12).

REPORTS FOR INFORMATION / DISCUSSION

B FINANCIAL SUSTAINABILITY AND BUDGET PLANNING 2017 TO 2022

1. The Cabinet at its meeting on 20 September 2016 considered the report on Financial Sustainability and Budget Planning 2017 to 2022. The Cabinet report and Annex 1 are attached as Appendix B to this report. Annexes 2 and 3, from the Cabinet report, are available as part of the 20 September 2016 Cabinet agenda on the County Council's website.
2. Since 2010, local authorities in England have been faced with year on year reduction in funding from Central Government as a part of the deficit reduction policy. This reduction has included Surrey County Council, which has traditionally been one of the lowest funded local authorities from Government grants. At the same time, the demand for Surrey County Council's services has been increasing, especially in looking after an increasingly aged population, a high level of people with learning disabilities and providing school places for a record number of children. The County Council has met this challenge through a

financial strategy that includes: managing demand, efficiency savings and increases in the level of council tax.

3. In February 2016 the Council's Section 151 officer highlighted that the 2016/17 budget was balanced through the use of substantial one-off funding and the Medium Term Financial Plan for 2016/17 to 2020/21 (MTFP 2016-21) required significant actions to become sustainable. The Council agreed to a Public Value Transformation programme to investigate whether sustainability could be achieved through further significant transformation. The Council's financial prospects and the key strategies to respond to the challenge presented in the next five year Medium Term Financial Plan (MTFP 2017-22) to ensure it is both balanced and sustainable were set out in the Cabinet report of 20 September 2016.
4. The Cabinet agreed that before the Leader took a decision on whether to accept or decline the Government's four year settlement, he would welcome the views of the wider Council. The Council's Constitution makes provision for this (under Standing Order 8.2c). If the Council accepts the officer then it must prepare and submit an efficiency plan to the Department for Communities and Local Government by 14 October 2016.
5. In July, the Government confirmed its intention to move to 100% Business Rates retention by local Government with the publication of two consultation papers on 100% business rates retention and fair funding review of needs and redistribution. These proposals would have a fundamental and strategic impact on the Council's financial sustainability. Responses were due back to Government by 26 September 2016.
6. **The Cabinet AGREED the following recommendations, as amended:**
 1. That the context and background to the County Council's financial prospects over the medium term, as set out in paragraphs 15 to 22 of the submitted Cabinet report, be noted.
 2. The achievement of £329m efficiency savings over the last five years and the further planned savings of £361m over the next five years be noted.
 3. The impact of additional funding on the Council's financial sustainability, as set out in paragraph 35 of the submitted Cabinet report, be noted.
 4. The revised cash limit budgets for each service in the absence of additional funding from government grants, council tax, or business rates; or further savings, as detailed in paragraph 33 and Annex 1 of the submitted Cabinet report be approved.
 5. That Cabinet Members and officers develop proposals on delivering services within the revised cash limits for a future Cabinet meeting, as set out in paragraph 33 of the submitted Cabinet report.
 6. The development of proposals to the Government for additional funding through the adult social care precept, business rates retention and for school places, as set out in paragraph 35 of the submitted Cabinet report, be approved.

7. That Cabinet would welcome a County Council view before a decision is taken on the Government's four year settlement offer, and that an item seeking that view be included (in accordance with Article 8.2(c) of the Constitution) in Cabinet's report to Council on 11 October 2016.
8. That the executive decision to accept or decline the Government's four year settlement offer, as set out in paragraph 41 of the submitted Cabinet report, be delegated to the Leader of the Council, for decision as soon as possible after the full Council meeting of 11 October 2016.
9. Subject to further minor adjustments agreed by the Chief Executive in consultation with the Leader of the Council, the Council's own response to the 100% Business Rates Retention consultation be approved, and the joint response from the 3SC local authorities, as detailed in paragraph 48 of the submitted Cabinet report, be endorsed.
10. That Scrutiny Boards examine the key budget proposals and report back to Cabinet, as detailed in paragraph 34 of the submitted Cabinet report.

C QUARTERLY REPORT ON DECISIONS TAKEN UNDER SPECIAL URGENCY ARRANGEMENTS: 1 JULY – 30 SEPTEMBER 2016

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

There have been no urgent items in this quarter.

**Peter Martin, Deputy Leader
on behalf of
Mr David Hodge, Leader of the Council
30 September 2016**

Spelthorne Joint Committee

Terms of Reference

	<u>Page No.</u>
Section 1 Context and Purpose	1
Section 2 Functions and Funding	
(A) General Remit	2
(B) Delegated Powers	3
(C) Funding	6
(D) Withdrawal from the Joint Committee	7
Section 3 Standing Orders	8

Section 1 – Context and Purpose

Spelthorne Joint Committee is a Joint Committee of Surrey County Council and Spelthorne Borough Council and is set up under the provisions of Section 102 of the Local Government Act 1972. The Joint Committee aims to improve outcomes and value for money for residents in Spelthorne by strengthening local democracy and improving partnership working within the borough of Spelthorne.

The Joint Committee will carry out Surrey County Council functions previously performed by the Local Committee (Spelthorne) (which ceased to exist on 01/06/2016) plus some additional County Council functions, and functions delegated to it by Spelthorne Borough Council. There is also a range of advisory functions relating to both Councils. These functions are set out within Section 2 of this document.

By working together, the Joint Committee will provide the opportunity to identify local solutions and seek to jointly deliver local government service improvements for the residents, businesses and visitors to Spelthorne. Both councils will be proactive in bringing issues to the Joint Committee and seeking to deliver local priorities together.

Meetings of the Spelthorne Joint Committee are held in public, and local people are able to participate during parts of the meeting as set out in Section 3 of this document.

This Terms of Reference document includes the standing orders that will apply to the Joint Committee. These need also to be read in the light of the individual Constitutions of each of the two Councils which will continue to apply as appropriate to decisions delegated by each relevant authority.

Whilst the Joint Committee will be responsible for making decisions relating to the delegated functions as set out below, the day-to-day operational arrangements relating to any particular function will continue to be managed by the local authority having responsibility for that function.

Section 2 – Functions and Funding

The scope and overall purpose of the Spelthorne Joint Committee is as set out in Section 1. The general remit of the Joint Committee is set out below and the more specific delegated functions are outlined in later sections.

(A) General Remit

The general remit of the Spelthorne Joint Committee is:-

1. To identify and agree opportunities for the closer alignment of County and Borough services in Spelthorne.
2. To make decisions on local services and budgets delegated to it by either Surrey County Council or Spelthorne Borough Council.
3. To make comments on policy, strategy, services, priority community work, or other matters specifically referred to it by the County Council or the Borough Council.
4. To provide political oversight of key County and Borough partnership initiatives and strategies.
5. To seek solutions to local concerns relating to Council services under the remit of the Joint Committee.
6. To identify and set local priorities through an annual priority setting meeting.
7. To build community leadership and local engagement, and encourage local community resilience plans.
8. To ensure that local authority services within Spelthorne Borough are carried out in accordance with both Surrey County Council's and Spelthorne Borough Council's core values, policies, strategies and within approved budgets.

(B) Delegated Powers

The services identified below are delegated by Surrey County Council or Spelthorne Borough Council as indicated, for decision making or consideration by the Spelthorne Joint Committee, in accordance with the relevant legislation.

In discharging the delegated powers, the Spelthorne Joint Committee must have due regard at all times to the approved policies, budgets and financial regulations of the Council delegating the functions, and act in accordance with Standing Orders at Section 3 of this Terms of Reference.

Set out below is a list of the functions that are currently delegated to the Spelthorne Joint Committee. Additional functions and matters for determination may be delegated to the Committee in the future by Surrey County Council (SCC) or Spelthorne Borough Council (SBC), which will form part of this Terms of Reference. The Community Partnership and Committee Officer will maintain a record of all additional delegated functions and will ensure that any such additions are reported to the Joint Committee at the next meeting after the delegation takes place.

Executive Functions (delegated by Surrey County Council and Spelthorne Borough Council)

The Joint Committee will be responsible for the following decisions on local services and budgets:

In relation to the Borough of Spelthorne the Joint Committee will take decisions delegated to it by the SCC Leader and/or Cabinet and/or the SBC Leader and/or Cabinet on the following local services and budgets, to be taken in accordance with the financial framework and policies of the respective Councils within a framework of agreed performance and resources:

- (i) Changes which amount to more than 15% in the hours of opening for local libraries (whether managed directly by Surrey County Council or under a community partnership agreement.) (SCC)
- (ii) Community safety funding that is delegated to the Joint Committee (SCC/SBC).
- (iii) Decisions in relation to highways and infrastructure:
 - a. The allocation of the Surrey County Council highway capital budget and highway revenue budget which are devolved to the Joint Committee for minor highway improvements and highway maintenance within the Committee's area including the scope to use a proportion of either budget to facilitate local highways initiatives (SCC).
 - b. To allocate funds to review on-street parking management, including local parking charges where appropriate and to approve the statutory advertisement of Traffic Regulation Orders (TROs) relating to on-street parking controls (SCC).
 - c. To agree local speed limits on County Council roads within its area, and to approve the statutory advertisement of speed limit orders, taking into

account the advice of the Surrey Police Road Safety and Traffic Management Team and with regard to the County Council Speed Limit Policy (SCC).

- d. To approve the statutory advertisement of all legal orders or appropriate notifications relating to highway schemes within the delegated powers of the Joint Committee (SCC).
 - e. Where, under delegated powers, the Parking Strategy and Implementation Team Manager or Highways Area Team Manager has chosen to refer the decision on whether a TRO should be made to the Joint Committee, the Committee will make that decision (SCC).
 - f. To consider applications for stopping up a highway under section 116 of the Highways Act 1980 when, following the consent of SBC and any relevant Parish Council, unresolved objections have been received during the period of statutory public advertisement, and to decide whether the application should proceed to the Magistrates' Court
- (iv) Determine priorities and agree how Community Infrastructure Levy (CIL) receipts will be expended (SBC).
- (v) In relation to services for young people, with the aim of achieving an integrated approach from Surrey County Council and Spelthorne Borough Council (SCC/SBC):
- a) To agree joint priorities for commissioning by the County Council and the Borough Council in Spelthorne for provision of preventative work with young people who are at risk of becoming not in education, training or employment (NEET).
 - b) To apportion delegated funding for young people, specifically the distribution between Local Prevention and Individual Prevention categories of funding, in accordance with the allocated budget and any youth grants as allocated by the Borough Council.
 - c) Approve the awards for the provision of Local Prevention services for Spelthorne Borough in accordance with the allocated budget and to qualified providers. This power to be exercised by the County Council Portfolio Holder in the event that the Joint Committee is unable to award grant(s) (due to the presence of conflicts of interest which result in the body being inquorate).
 - d) To approve youth task group advice on the allocation of Community Youth Work and Surrey Outdoor Learning & Development (S.O.L.D) Local Offer resources to meet local priorities for young people in the local area.
- (vii) Decisions on any funding when a budget is allocated to the Joint Committee by either of the Councils (SCC/SBC).

Non-Executive Functions (delegated by Surrey County Council)

The Joint Committee will deal with all those non-executive functions relating to public rights of way set out in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, as amended, except for those separately referred to in the County Council's Scheme of Delegation (or within the terms of reference of other Committees).

Non-Executive Functions (delegated by Spelthorne Borough Council)

- (i) Oversee and determine priorities for the Borough based community strategy and related plans within Spelthorne.

In addition, the Joint Committee will deal with those relevant non-executive functions, relating to joint working that may be delegated to it by the Borough Council from time to time.

Service Monitoring and Community Leadership- advisory functions

The Joint Committee may:

- (i) In relation to the exercise of County Council Executive functions relating to members' allocations, receive a report on all projects approved under the delegated authority of the Community Partnership Manager or Team Leader. (SCC)
- (ii) In relation to Community Highway Enhancement allocations, receive a report on all projects approved by Individual Members of the County Council under delegated authority, or by the Area Team Manager where Members have requested that their allocations be combined to be spent in one or more divisions. (SCC)
- (iii) Determine priorities for collaborative work undertaken within the committee's area by the Councils and other partners (SCC/SBC)
- (iv) To champion the better use of public sector assets in the Borough to promote the One Public estate approach amongst Surrey County Council , Spelthorne Borough Council and other public sector partners (SCC/SBC)
- (v) Monitor formal decisions taken by officers under delegated powers and provide feedback to improve service standards. (SCC/SBC)
- (vi) Engage in issues of concern to local people and seek to influence the respective Councils in the light of local needs. (SCC/SBC)
- (vii) Monitor the quality of services provided locally, and recommend action as appropriate. (SCC/SBC)
- (viii) To oversee and agree joint priorities to inform the improvement of educational attainment in Spelthorne with the aim of working closely between Surrey County Council, Spelthorne Borough Council and Spelthorne Schools Federation (SCC/SBC)
- (ix) Oversee and influence priorities for the Family Support Programme in Spelthorne (noting the shared nature of this service with other boroughs) and monitor its performance. (SCC/SBC)
- (x) To oversee and agree joint priorities to inform commissioning and delivery of Independent Living, Older People's Services and Day Centres in Spelthorne, with

the aim of achieving an integrated approach from Surrey Council and Spelthorne Borough Council (SCC/SBC)

- (xi) Be informed in relation to the prioritisation of proposed and planned infrastructure schemes or developer funded highway improvements within Spelthorne. (SCC)
- (xii) Be informed of and receive appropriate reports on highway initiatives and/or improvements either wholly or partly in Spelthorne. (SCC)
- (xiii) Oversee local initiatives agreed and funded by the Joint Committee. (SCC/SBC)
- (xiv) Oversee parking provision and enforcement in its area including budget monitoring subject to any particular terms of reference, agreed by the committee, (SCC/SBC)
- (xv) Oversee and monitor the impact of the Local Prevention Commissions and the Community Youth Work Service in accordance with prevention priorities for young people not in education, employment or training (NEET) in the local area.
- (xvi) To receive reports from and provide political oversight and advice to the Spelthorne Safer Stronger Community Partnership on the Community Safety functions of the Borough. (SCC/SBC)
- (xvii) To receive reports from and provide political oversight and advice to the Spelthorne Together Health and Wellbeing Group within the framework of Surrey's Joint Health and Wellbeing Strategy. (SCC/SBC)
- (xviii) Be consulted on any issues referred to it by either Council and produce responses as appropriate. (SCC/SBC)

(Note: A joint committee may not make any decision which will have an adverse effect on a part of the county for which it does not have functions).

(C) Funding

- (i) With regards to budget setting and planning, the County Council and Spelthorne Borough Council will agree each year the amount of funding available to the Joint Committee to carry out its delegated decisions. All funds will be held and administered by the originating authorities and spent in accordance with their respective financial regulations and policies.
- (ii) Provision of venue:
The meeting's venue and associated costs will normally be provided by Spelthorne Borough Council, unless alternative arrangements are agreed by Surrey County Council.
- (iii) Committee management:
Committee management and associated costs for the Joint Committee will be provided by Surrey County Council.
- (iv) Any members' costs and expenses resulting from the Joint Committee (including those in relation to Chairman and Vice Chairman roles) will be funded and administered by their respective authorities.

(D) Withdrawal from the Joint Committee

At any time either Council may give 6 months' notice in writing to the other Council of its intention to withdraw from the Joint Committee. Once the Joint Committee ceases to exist the functions delegated to it would each revert back to the relevant delegating authority.

Section 3 - Standing Orders

1. MEMBERSHIP AND ATTENDANCE OF MEMBERS AT MEETINGS

- 1.1. Membership of the Spelthorne Joint Committee shall be all county councillors with electoral divisions in Spelthorne, one Surrey County Council Cabinet Member (who may also be a county councillor with an electoral division in Spelthorne), and an equivalent number of borough councillors who should be politically proportionate to the Borough Council. At least one borough councillor shall be a member of that Council's Cabinet. If there is no Surrey County Council Cabinet Member with an electoral division in Spelthorne for the Leader of the County Council to appoint a specific Cabinet member to the Spelthorne Joint Committee at the Council AGM. No substitutes will be permitted for the members on the Joint Committee. Members will be appointed to the committee at the first business meeting of the respective Council, at the start of each municipal year. All borough and county councillors on the Joint Committee will have equal voting rights on all issues being considered.
- 1.2. A person shall cease to be a member if he/she ceases to be a member of the County Council, a member representing an electoral division in Spelthorne or the relevant Cabinet Member, or in the case of a member of the Borough Council, ceases to be a member of that Council, or the relevant Cabinet Member or resigns from the Spelthorne Joint Committee.
- 1.3. Surrey County Council or Spelthorne Borough Council may, through their respective Councils, co-opt representatives from the voluntary sector, public authorities or businesses in Spelthorne onto the Joint Committee. These representatives will be able to take part in discussions on agenda items, but will not be able to vote on any item for decision.
- 1.4. The Leader of either Surrey County Council or Spelthorne Borough Council, or appropriate Surrey County Council Cabinet Member or Spelthorne Borough Council Cabinet Member with portfolio responsibilities for a matter on the agenda of the Joint Committee meeting may attend the meeting of the committee and, with the Chairman's consent, speak on the matter or provide written representation.

2. APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN

- 2.1. For the 2016/17 Municipal Year only, the Chairman (who will be a County Councillor) and Vice-Chairman (who shall be a member of the Borough Council's Executive) shall be appointed by the County Council or the Borough Council (as appropriate) with the appointments made by the relevant Council Leader.
- 2.2. From 2017/18 Municipal Year, the offices of Chairman and Vice-Chairman shall then alternate between the two Councils every year, with the Borough Council providing the Chairman in 2017/18. If the appointed Chairman is representing Surrey County Council, the Vice-Chairman must be a Spelthorne Borough Council representative and vice-versa with the appointments made by the relevant Council Leader.

- 2.3. The Chairman and Vice-Chairman shall, unless he or she resigns the office or ceases to be a member of the Spelthorne Joint Committee, continue in office until a successor is appointed. If a Chairman or Vice-Chairman does not complete a full term of office, a further member from the same Council shall be appointed by the relevant Leader for the remainder of that term.
- 2.4. In the absence of the Chairman and the Vice-Chairman at a meeting, the members of the Committee shall elect a chairman for that meeting.

3. MANAGEMENT OF THE COMMITTEE

- 3.1. The County Council's Community Partnership's Team shall act as the Committee Manager for the Spelthorne Joint Committee and shall be responsible for preparing and circulating agendas for meetings, advising on constitutional matters and for producing the decisions and minutes.

4. FORMAL MEETINGS

- 4.1. There shall be between 4 and 8 formal meetings of the Spelthorne Joint Committee each year as determined by the Chairman and Vice-Chairman and as set out in the calendar of meetings published on the council's website.
- 4.2. The Chairman or in his/her absence the Vice-Chairman, may call a special meeting of the Spelthorne Joint Committee to consider a matter that falls within its remit but cannot await the next scheduled meeting, provided at least five clear working days notice in writing is given to the Committee Manager.
- 4.3. Formal meetings of the Joint Committee and its sub-committees shall be held in public except when exempt or confidential information is being considered and the press and public can be excluded in accordance with the Local Government Act 1972.
- 4.4. Meetings of any working groups or task groups established by the Joint Committee shall, unless otherwise agreed, be held in private.

5. DELEGATED POWERS

- 5.1. The delegated powers mean those powers to be discharged by the Spelthorne Joint Committee as set out in Section 2(B) of this Terms of Reference.
- 5.2. The Spelthorne Joint Committee shall discharge the delegated powers, within the budgetary and policy framework set by Surrey County Council in the case of county functions or by Spelthorne Borough Council in the case of borough functions.
- 5.3. When discharging the delegated powers the Spelthorne Joint Committee shall take decisions only after taking into account advice given in writing or orally from relevant Officers of Surrey County Council or of Spelthorne Borough Council as appropriate, including legal, financial and policy advice.

5.4. If the Joint Committee is to make a Key Executive decision delegated to it by either Surrey County Council or Spelthorne Borough Council, then the Joint Committee must follow the constitution of the authority delegating the decision, including publishing it in the monthly forward plan of that authority.

6. OVERVIEW AND SCRUTINY

6.1. Executive decisions made by the Spelthorne Joint Committee are subject to scrutiny by Surrey County Council's or Spelthorne Borough Council's relevant Overview and Scrutiny Committee (depending on which authority delegated the particular function), including an Overview and Scrutiny Committee's right under the Local Government Act 2000 to request that an Executive Decision made but not implemented be reconsidered by the decision-taker (often referred to as 'call-in').

6.2. The processes and procedures for the exercise by the relevant Overview and Scrutiny Committee of their 'call-in' function shall be in accordance with the Constitutions of Surrey County Council or Spelthorne Borough Council depending on which authority delegated the executive decision in question.

6.3. Referral of Joint Committee Executive decisions by either Surrey County Council Cabinet or Spelthorne Borough Council Executive (dependant on who delegated the function)

6.3.1. The SCC /SBC Cabinet may require referral, for review and final determination, any executive decision taken by the Joint Committee which has significant policy or budgetary implications or is outside of the authority delegated to the Joint Committee, subject to notice of requirement for referral being given within 5 working days of publication of the decision.

6.3.2. Notice of referral may be given by the Leader or Deputy Leader of the relevant authority, or any three or more members of the SCC /SBC Cabinet as appropriate.

6.3.3. All members of the Joint Committee will be notified that an executive decision taken by the Committee has been required for referral by SCC /SBC Cabinet.

6.3.4. The decision will be considered by the SCC /SBC Cabinet at its next appropriate meeting in discussion with the Joint Committee Chairman and Vice-Chairman and no action will be taken to implement it in the meantime.

6.3.5. The Joint Committee Chairman or Vice-Chairman may attend the SCC /SBC Cabinet meeting, as appropriate, for the consideration of the matter and speak on the item.

6.3.6. The SCC /SBC Cabinet may accept, reject or amend the decision taken by the Joint Committee. A report on the decision taken by the Cabinet will be made to the next appropriate meeting of the Joint Committee, and to all the Members of either Surrey or Spelthorne Council, as appropriate, for information.

The following general provisions apply to the consideration of all matters within Spelthorne Joint Committee's remit.

7. NOTICE OF MEETING

- 7.1. The date, time and place of the fixed meetings of the Spelthorne Joint Committee will be accessed through both the Surrey County Council and Spelthorne Borough Council websites. The notice, agenda, reports and other documents prepared for the Spelthorne Joint Committee will be posted on the Surrey County Council website (with links from the Spelthorne Borough Council website) and sent to Members of the Committee not less than five clear working days before the date of the meeting.
- 7.2. Only the business on the agenda will be discussed at a meeting of the Spelthorne Joint Committee except for urgent matters raised in accordance with the provisions in Section 100B(4)(b) of the Local Government Act 1972.

8. SPECIAL MEETINGS

- 8.1. A special meeting of the Spelthorne Joint Committee will be convened to consider specific matters within its terms of reference at the discretion of the Chairman, or the Vice-Chairman in his/her absence. At least five clear working days' notice of a special meeting must be given.

9. AGENDAS

- 9.1. Spelthorne Joint Committee will comply with the Access to Information rules in Part VA of the Local Government Act 1972.
- 9.2. Agendas for meetings of the Spelthorne Joint Committee shall be dispatched by the Committee Manager five clear working days in advance of a meeting, and copies will be made available for public inspection at the designated County and Borough Council offices, libraries and via the County Council and Spelthorne Borough Council websites.
- 9.3. Members of the Spelthorne Joint Committee may suggest items for inclusion in the agenda within its remit. These will be added to the forward programme in consultation with the Chairman and Vice-Chairman of the Spelthorne Joint Committee.

10. DECISIONS AND MINUTES

- 10.1. The decisions from the meeting shall be published on the County Council's website, with links from the Spelthorne Borough website, within three clear working days of the Committee.
- 10.2. The minutes of a meeting shall be published on the County Council's website, with relevant links, as soon as is reasonably practicable.
- 10.3. At the meeting, the Chairman will move the formal motion "That the minutes of the last meeting be confirmed and signed by the chairman" and there may only be

discussion if there is disagreement about their accuracy which will be resolved by a vote in the normal way.

10.4. Where in relation to any meeting, the next meeting for the purpose of signing the minutes is a meeting called under paragraph 3 of schedule 12 to the Local Government Act 1972 (an Extraordinary Meeting), then the next following meeting (being a meeting called otherwise than under that paragraph) will be treated as a suitable meeting for the purposes of signing of minutes.

11. CONFIDENTIALITY OF PAPERS

11.1. All Members must respect the confidentiality of any papers made available to them for the purpose of meetings of the Spelthorne Joint Committee or otherwise for so long as those papers remain confidential.

Failure to observe

11.2. Any or all of the rights conferred on a Member of one of the councils under its Constitution may be withdrawn by that Council if it is satisfied that he/she has not observed the requirements of Standing Order 11.1 in relation to any of its papers.

12. QUORUM

12.1. The Chairman will adjourn the meeting if there is not a quorum present.

12.2. The quorum will be one quarter of the total number of voting members of the Committee. A quorum may not be fewer than three voting members.

13. MEMBER QUESTIONS TO THE SPELTHORNE JOINT COMMITTEE

13.1. Any Member of either Council may, with the Chairman's consent, ask one or more questions on matters within the terms of reference of the committee.

13.2. Notice of questions must be given in writing to the Community Partnerships Team by 12 noon four working days before the meeting. If the day in question is a Bank Holiday then notice of questions should be received by 12 noon on the previous working day.

13.3. Questions may be asked without notice if the Chairman decides that the matter is urgent.

13.4. Where a Member has given notice of a question and is absent from the meeting another Member may ask it on his/her behalf.

13.5. Every question will be put and answered.

13.6. Copies of all questions will be circulated to Members before the start of the meeting.

13.7. Questions may be answered orally or in writing.

13.8. If the Chairman is unable to answer any question at the meeting he/she may send a written answer to the Member asking the question.

13.9. At the discretion of the Chairman, a Member who has given notice of a question may ask one supplementary question relevant to the subject of the original.

13.10. A record of all questions and answers will be included in the minutes of the meeting.

14. PUBLIC PARTICIPATION IN SPELTHORNE JOINT COMMITTEE

14.1. PETITIONS

14.1.1. Any member of the public who lives, works or studies in the Spelthorne Borough area may present a petition, containing 30 or more signatures or at the Chairman's discretion, relating to a matter within the terms of reference of the Committee. The presentation of a petition on the following business will not be allowed:

14.1.1.1. matters which are "confidential" or "exempt" under Part VA of the Local Government Act 1972;

14.1.1.2. planning applications; and

14.1.1.3. matters in relation to a public rights of way under consideration by the Joint Committee.

14.1.2. A spokesperson for the petitioners may address the committee on the petition for up to 3 minutes or longer if agreed by the Chairman. Discussion on a petition at the meeting is at the Chairman's discretion. The petition may be referred to the next appropriate meeting of the committee or to the SCC Cabinet, Cabinet Member, SBC Cabinet or relevant committee of either SCC or SBC at the discretion of the Chairman.

14.1.3. Notice must be given in writing to the Community Partnerships Team at least 14 days before the meeting. Alternatively, the petition can be submitted on-line through Surrey County Council's or Spelthorne Borough Council's e-petitions website as long as the minimum number of signatures has been reached 14 days before the meeting.

14.1.4. No more than three petitions may be presented at any one meeting of the committee unless agreed otherwise by the Chairman.

14.1.5. The Community Partnerships Team may amalgamate within the first received petition other petitions of like effect on the same subject.

14.1.6. The presentation of a petition on the same or similar topic as one presented in the last six months may only be permitted at the Chairman's discretion.

14.2. PUBLIC QUESTIONS AND STATEMENTS

- 14.2.1. At the start of any ordinary meeting of the Committee, any member of the public who lives, works or studies in the Spelthorne borough area may ask one question or make a statement relating to a matter within the Committee's terms of reference. The Chairman may alternatively permit the question to be asked or the statement to be made at the start of an item on the agenda if it relates to that item.
- 14.2.2. Questions or statements will not be allowed on matters which are "confidential" or "exempt" under the Local Government Access to Information Act 1985 or on planning applications or on rights of way matters under consideration.
- 14.2.3. Notice of questions or statements must be given in writing or by e-mail to the Community Partnerships Team with details of the question or statement, by 12 noon four working days before the meeting. If the day in question is a Bank Holiday then notice of questions should be received by 12 noon on the previous working day.
- 14.2.4. The Community Partnerships Team may, having consulted a questioner, reword any question or statement received to bring it into proper form and to secure reasonable brevity. Copies will be tabled and made available in the meeting room for members of the Joint Committee and any member of the public in attendance.
- 14.2.5. Questions and statements will be taken in the order in which they are received by the Community Partnerships Team. The provision of answers to questions being asked, any response to statements, and any discussion of the question or statement will be at the discretion of the Chairman.
- 14.2.6. following any initial reply to a question, one or more supplementary question/s in relation to the response provided may be asked by the questioner at the discretion of the Chairman. The provision of answers to supplementary questions being asked and any discussion of these questions will be at the discretion of the Chairman.
- 14.2.7. The total number of questions which may be asked or statements made at any one meeting will be at the discretion of the Chairman. The Chairman may decide that questions or statements can be held over to the following meeting, or dealt with in writing and may disallow questions or statements which are repetitious.
- 14.2.8. When dealing with any item in which public participation has occurred, the Chairman shall clarify the point at which such public participation has concluded and the Committee's formal discussion and decision making of the item is taking place.

14.3. PUBLIC SPEAKING IN RELATION TO RIGHTS OF WAY

Rights of Way application decisions are quasi-judicial decisions. They are therefore subject to specific rules. The reason for the rules about public speaking reflect the right of all individuals to a fair hearing.

- 14.3.1. Members of the public and their representatives may address the Spelthorne Joint Committee on any applications relating to public Rights of Way being considered by the committee.
- 14.3.2. Speakers must first register their wish to speak by telephone or in writing to the Community Partnerships Team by 12 noon one working day before a meeting stating on which item(s) they wish to speak.
- 14.3.3. Only those people who have previously made written representations in response to a Rights of Way application will be entitled to speak.
- 14.3.4. Speakers must declare any financial or personal interest they may have in the application.
- 14.3.5. Registration of speakers will be on a first come first served basis and speakers will be taken in the order in which they are registered, with the first five registered being entitled to speak. Where more than one person has registered an interest to speak, the subsequent speakers will be entitled to speak first if the first named speaker is not in attendance five minutes before the start of the meeting. Representations can be combined if necessary. A reserve list will also be maintained if necessary.
- 14.3.6. The time allowed for public speaking will be limited to 15 minutes for objectors and 15 minutes for supporters per item, and to 3 minutes per speaker.
- 14.3.7. Only if a member of the public or their representative speaks objecting will the applicant/agent be allowed to speak and then only to respond to the points raised by the objectors, and will be limited to 3 minutes for each objector who has spoken.
- 14.3.8. No additional information may be circulated by speakers at the meeting and they will have no right to speak or question Members or officers once they have made their submission.
- 14.3.9. Speeches will precede the Committee's formal discussion on each application requiring the committee's attention.
- 14.3.10. The right to speak will only be exercised at the first meeting at which the application is considered and will not normally be the subject of further presentations at any subsequent meeting unless significant changes have taken place after a deferral by the Committee.

15. RIGHT TO SPEAK AT COMMITTEE

15.1. A Member may only speak once on a motion and amendment except:

- 15.1.1. the mover may reply to the debate but, in doing so, may only answer statements and arguments made in the course of the debate. He/she may not introduce any new matter;
- 15.1.2. the mover of a motion may speak during the debate on any amendment to the motion;
- 15.1.3. a Member who has already spoken may speak on a point of order or may, at the Chairman's discretion, explain any statement made by him/her which he/she believes has been misunderstood;
- 15.1.4. the Chairman may speak before the mover of the motion or amendment replies to the debate.
- 15.1.5. A Member seconding any motion or amendment will be deemed to have spoken on it unless he/she speaks immediately and reserves his/her right to speak later.

16. RELEVANCE

16.1. Every Member who speaks must direct his/her speech strictly to the motion or matter under discussion, or to a motion or amendment which he/she moves, or to a point of order.

17. POINTS OF ORDER

17.1. Any Member wishing to raise a point of order must say at the outset the Standing Order or rule of debate which he/she believes has been infringed. Every point of order will be decided immediately by the Chairman whose decision will be final.

18. LENGTH OF SPEECHES

18.1. Except with the consent of the Chairman, the following time limits will apply to speeches:

- (a) The mover of a motion or an amendment.
(5 minutes)
(A Member may not speak for more than five minutes unless he/she has a seconder).
- (b) The mover of a motion either speaking to an amendment or replying to the debate.
(3 minutes)
- (c) The mover of an amendment replying to the debate on the amendment.
(3 minutes)
- (d) The seconder of a motion or an amendment.
(3 minutes)

(e) A Member speaking on a report or in a debate.

(3 minutes)

19. AFTER REPLY DEBATE IS CLOSED

19.1. After the reply is made, the motion or amendment under discussion will be put from the Chair.

20. PROCEDURE FOR MOTIONS AND AMENDMENTS

20.1. Every motion or amendment must be moved and seconded and, if the Chairman requires, must be submitted in writing to the Community Partnerships Team and read aloud before it is put to the meeting.

20.2. A Member may not move or second more than one amendment on any motion.

20.3. Once moved and seconded, a motion or amendment may not be withdrawn without the consent of the Committee.

20.4. With the consent of the Committee a Member may:

20.4.1.1. alter a motion of which he/she has given notice; or

20.4.2. with the consent of his/her seconder, alter a motion which he/she has moved.

(In either case, the alteration must be one which could be made as an amendment under the following Standing Order).

21. AMENDMENTS

21.1. Every amendment must be relevant to the motion under discussion and will either:

21.1.1. move the reference back

21.1.2. leave out words

21.1.3. add words, or

21.1.4. leave out words and add others.

21.2. An amendment which forms the negative of the motion will not be allowed.

21.3. Whenever an amendment has been moved and seconded, no subsequent amendment may be moved until the first has been dealt with, unless the Chairman decides otherwise.

21.4. If an amendment is lost, other amendments may be moved on the motion.

21.5. If an amendment is carried, the motion as amended will become the substantive motion on which further amendments may be moved.

22. PROCEDURAL MOTION

“That the question be now put”

22.1. Any Member may, at the close of the speech of another Member, move “That the question be now put”.

22.2. If he/she considers that there has been adequate debate, the Chairman may put the motion “That the question be now put” without debate. If the motion is carried:

(a) the Chairman may speak to the motion or amendment under debate, if he/she has not already spoken; and

(b) the mover of the motion or amendment may reply.

22.3. The motion or amendment will then be put.

23. INTERRUPTIONS AND DISORDERLY CONDUCT

23.1. If a member of the public interrupts the proceedings at a meeting the Chairman may ask him/her not to interrupt.

23.2. If the interruption continues the Chairman may order his/her removal from the room.

23.3. If there is general disturbance in all or part of the public gallery the Chairman may order that part to be cleared.

23.4. If a Member behaves in a disorderly or disruptive manner, any Member may move, with the consent of the Chairman, “That the named Member be not further heard”. If this motion is seconded it will be put to the vote and determined without discussion.

23.5. If the motion is carried and the misconduct continues the Chairman may adjourn or suspend the sitting of the Committee for as long as he/she considers appropriate.

24. VOTING

24.1. Voting will be by show of hands unless a Member demands a recorded vote. Where a recorded vote is called, the names of those voting for or against the motion or amendment will be recorded and entered in the minutes.

24.2. Where a demand for a recorded vote is not supported, any Member may require his/her vote for or against the motion to be recorded in the minutes.

24.3. On a formal motion put from the Chairman (e.g. “That the report be received”), the question may be decided by the voice of the Members, unless any Member demands a show of hands.

24.4. If immediately after a vote is taken any Member so requires, the way in which he/she voted (or abstained) will be recorded in the minutes of that meeting.

24.5. The person presiding at the meeting, having already voted, may in the event of a tie exercise a second or casting vote.

25. MEMBERS' CODE OF CONDUCT

25.1. Members are bound by the Code of Conduct of the authority which appointed them to the Spelthorne Joint Committee and should particularly observe the provisions of their respective Codes concerning the declaration of interests when attending meetings of the Spelthorne Joint Committee.

26. INTERESTS OF MEMBERS

26.1. At any meeting where a Member becomes aware that a matter under consideration relates to:

26.1.1. one of their interests that they must disclose in accordance with their respective Council's Codes not already entered on the relevant Council's register and/or

26.1.2. the donor of any gift and/or hospitality they have accepted and not yet entered on the relevant Council's register the Member must disclose the interest to the meeting and, within 28 days, notify this to either the County Council's Monitoring Officer in the case of County Councillors or the Borough Council's Monitoring Officer in the case of Borough Councillors for inclusion in the register.

27. PARTICIPATION IN RELATION TO DISCLOSABLE PECUNIARY INTERESTS

27.1. A Member with a disclosable pecuniary interest in any matter must:

27.1.1. not participate in any discussion or vote relating to the matter;

27.1.2. withdraw from the room or chamber when it becomes apparent that the matter is being considered at that meeting;

27.1.3. not exercise functions in relation to that matter; and

27.1.4. not take any steps in relation to the matter (except for the purposes of enabling the matter to be dealt with otherwise than by them) unless he/she has obtained a dispensation from the County Council's Audit and Governance Committee for County Councillors or the Borough Council's Members' Code of Conduct Committee.

28. ATTENDANCE OF MEMBERS

28.1. Members will sign a register of attendance.

29. EXCLUSION OF THE PRESS AND PUBLIC

29.1. The Spelthorne Joint Committee may, by resolution, exclude the press and public from a meeting during an item of business wherever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure of Exempt or Confidential information as defined by the Local Government Act 1972 and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

30. SUB-COMMITTEES AND TASK GROUPS

30.1. The Spelthorne Joint Committee may appoint:

30.1.1. Sub-Committees with power to act to discharge any of its functions as agreed by the Joint Committee.

30.1.2. Task Groups which cannot make decisions but may consider specific matters and report back to a future meeting of the Spelthorne Joint Committee.

31. CONDUCT AT MEETINGS

31.1. The conduct of meetings and the interpretation of these Standing Orders are at all times a matter for the Chairman of the meeting whose ruling is final.

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SURREY COUNTY COUNCIL

CABINET

DATE: 20 SEPTEMBER 2016

REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL

LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE

**SUBJECT: FINANCIAL SUSTAINABILITY AND BUDGET PLANNING
2017 TO 2022**



SUMMARY OF ISSUE:

Since 2010 local authorities in England have been faced with year on year reduction in funding from central government as a part of the deficit reduction policy. This reduction has included Surrey County Council, which has traditionally been one of the lowest funded local authorities from government grants. At the same time, the demand for Surrey County Council's services has been increasing, especially in looking after an increasingly aged population, a high level of people with learning disabilities and providing school places for a record number of children. The county council has met this challenge through a financial strategy that includes: managing demand, efficiency savings and increases in the level of council tax.

In February 2016 the council's Section 151 Officer highlighted that the 2016/17 budget was balanced through the use of substantial one-off funding and the Medium Term Financial Plan for 2016/17 to 2020/21 (MTFP 2016-21) required significant actions to become sustainable. The council agreed to a Public Value Transformation programme to investigate whether sustainability could be achieved through further significant transformation. This report presents an update on the council's financial prospects and the key strategies to respond to the challenge presented in the next five year Medium Term Financial Plan (MTFP 2017-22) to ensure it is both balanced and sustainable.

Government decisions have a huge influence on the council's financial sustainability. These include:

- the level of grants and how they are allocated;
- the use of business rates;
- the imposition of new responsibilities;
- caps on the council's ability to raise its own income.

How the government implements these decisions will shape the financial prospects over the next five years.

RECOMMENDATIONS:

Cabinet to note:

1. the context and background to the county council's financial prospects over the medium term (paragraphs 15 to 22);
2. the achievement of £329m efficiency savings over the last five years and the further planned savings of £361m over the next five years;
3. the impact of additional funding on the council's financial sustainability (paragraph 35).

Cabinet to approve:

4. revised cash limit budgets for each service in the absence of additional funding from government grants, council tax, or business rates; or further savings (paragraph 33 and annex 1);
5. Cabinet Members and officers to develop proposals on delivering services within the revised cash limits for a future Cabinet meeting (paragraph 33);
6. development of proposals to the Government for additional funding through the adult social care precept, business rates retention and for school places (paragraph 35).
7. delegation to the Leader of the decision to accept or decline the Government's four year settlement offer (paragraph 41);
8. the council's own response to the 100% Business Rates Retention consultation, and to endorse the joint response from the 3SC local authorities (paragraph 48).

Cabinet requests;

9. scrutiny boards examine the key budget proposals and report back to Cabinet (paragraph 34)

REASON FOR RECOMMENDATIONS:

10. The Council is required to produce a balanced budget each year. Surrey County Council also prepares a Medium Term Financial Plan (MTFP) that sets out its financial plans over a rolling five year period. The efficiency savings the council has had to achieve over the last five years and the efficiency plans it has had to make for the coming five years illustrate the unprecedented and continuing length of the Government's austerity programme, the simultaneous rise in service demand and the impact of additional spending pressures on the council's financial sustainability. Given the confluence of these challenges, Cabinet's decisions need to ensure the council plans and implements coherent and robust measures to achieve a balanced financial plan in MTFP 2017-22.
11. A key step in achieving a balanced and sustainable MTFP 2017-22 is for Cabinet to approve a suitable framework for developing proposals to deliver the council's Corporate Strategy within the available budget envelope. A critical element of this is a set of revised cash limits for each service that officers will

use to develop proposals for Cabinet to approve at a future meeting.

12. The Government has not announced detailed changes to its spending plans, austerity is set to continue and the council needs to maintain a prudent approach. However, the recent changes in the Government's policy developments and economic forecasts mean there is increased continuing uncertainty over the level of future fundraising.
13. In March 2016, the Secretary of State for Communities and Local Government wrote to all councils offering a four year settlement. The offer guarantees (subject to unforeseen significant economic events) each council its Revenue Support Grant (RSG), Rural Services Delivery Grant and Transitional Grant over the period 2016/17 to 2019/20 as set out in the Final Local Government Settlement. To accept the offer, a council must prepare and submit an efficiency plan to the Department for Communities and Local Government (DCLG) by 14 October 2016. A significant feature of the council's proposed four year settlement is that it is set to receive -£17.3m negative RSG in 2019/20 (the Government will deduct £17.3m from the council's other grants). To maximise the time available to consider this issue Cabinet is asked to delegate this decision to the Leader, which will be reported to Full County Council.
14. The Government is consulting on 100% Business Rates retention by local government and a fairer funding review. These will have a fundamental and strategic impact on the council's financial sustainability. The council's consultation responses, in conjunction with partner organisations', seeks to safeguard and advance Surrey residents' wellbeing and experience and Surrey businesses' prosperity.

DETAILS:

Context and background

15. The context and background for the council's financial planning has changed significantly due to the increased uncertainty in the UK's economic forecast, principally due to:
 - EU referendum;
 - new Prime Minister and Cabinet;
 - possible changes to Government economic policy; and
 - Bank of England reductions in interest rates and new quantitative easing.
16. The council's current MTFP 2016-21 includes the shock reduction in RSG funding over the period 2016/17 to 2019/20 following a change in grant allocation method to take account of a council's ability to raise council tax. The Government partially mitigated the effects of this change in funding allocation through Transition Grant in 2016/17 and 2017/18 only. However, the reductions in RSG last to 2019/20, when the council suffers a negative RSG grant of -£17.3m.
17. In addition to the reduced Government funding the council has experienced over recent years, it has also had to maintain one of the country's most heavily used road networks and faced intensifying demographic growth pressures from a record number of children requiring more school places and an ageing adult population requiring more social care. To balance and sustain its budget over this period, the council has achieved £329m efficiencies since 2011/12,

coupled with regular modest uplifts in council tax.

18. In her statutory report in February 2016 on the robustness of the council's estimates and the adequacy of its reserves, the council's Section 151 Officer commented that though the 'level of risk remains significant and the position is very serious' the 2016/17 budget was balanced and the longer term budget was sustainable, provided:
 - the council delivered all of its existing savings plans in full; and
 - the Public Value Transformation (PVT) programme identified considerable base budget costs reductions as soon as practicable.
19. To help maintain and boost the UK economy following the EU Referendum, the Bank of England has cut interest rates to 0.25% and introduced a new package of quantitative easing.
20. On 25 November 2015, the then Chancellor of the Exchequer, George Osborne, presented his Autumn Statement and Spending Review. This planned a further four years of spending reductions so Government revenues would exceed its spending and would have balanced the budget by 2019/20. However, before leaving office on 13 July, George Osborne announced the Government's ambition to achieve fiscal balance would now have to extend beyond 2019/20.
21. The Prime Minister, Theresa May, has a new Cabinet (including Sajid Javid as the new Secretary of State for Communities and Local Government). Within this, the new Chancellor of the Exchequer, Philip Hammond, has a series of judgments to make on a much changed economic and political backdrop and has yet to announce his plans. These are expected in his Autumn Statement, for which no date is known yet.
22. All of these factors mean the outlook for financial planning is uncertain. While the uncertainty also holds several potential opportunities, the council has an obligation to balance its budget and achieve a sustainable financial position.

Public Value Transformation Programme

23. Public Value Transformation (PVT) was agreed in February 2016 as part of the Council's response to tackling an unsustainable budget beyond 2017. The approach is overseen by the PVT Board (comprising the Leader of the Council, Chief Executive and Director of Finance). The Board had two key objectives:
 - transformation work across the council is aligned within a programme approach to deliver optimum Public Value; and
 - Public Value is a key element of identifying additional savings or funding of £25m by 2017/18 and £50m by 2018/19.
24. The PVT Programme follows the Council's 5D approach to transformation and focuses on the key principles of Public Value:
 - there is evidence of a clear (measurable) benefit to those who are meant to benefit from our work;
 - we have stakeholder support for what we propose; and

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- we are able to deliver it.
25. The initial phase of the work (Discovery) aimed to: offer challenge and scrutiny to the transformation areas in their discovery process; sign off analysis and agree work areas for design/develop phase; develop a process for tracking current savings; identify MTFP savings.
 26. The Public Value Transformation Board identified seven transformation priority areas amongst the transformation work taking place across the Council and has provided additional strategic support for transformation priority areas.
 27. The Discovery phase has proven an effective way of getting focus on all of the priority area transformation programmes: Special Educational Needs and Disabilities; Early Help; Multi-Agency Safeguarding Hub (MASH); Health and Social Care Integration; Accommodation with Care and Support; Waste; Highways for the Future. As a consequence of this work, there has been a significant increase in confidence that we have credible approaches in place to deliver change on a large scale. This phase also identified a number of challenges and potential gaps in our approach to transformation, resulting in a renewed focus on the identification and analysis of need and demand to identify the pressures with clarity as to the cause, and accuracy. Using this more rigorous approach, assumptions being made within transformation programmes can be tested and challenged.
 28. The PVT approach has created greater confidence in our current MTFP savings and helped to accelerate key transformation programmes where required as well as identifying and stopping those which are not critical to the development of a sustainable budget so that resources can be redirected to actions that will create Public Value and contribute significant savings. The Discovery phase has clarified that the savings already identified are the upper limit of what can be achieved through the transformation programme. Further, we do not have transformational proposals that would meet the additional £50m required.

Revenue and capital budgets

29. The detailed MTFP 2016-21 Cabinet approved in March 2016 included £25m PVT savings to find in 2017/18, rising to £50m in 2018/19 and remaining at £50m to 2020/21. Work during the spring and early summer identified two scenarios as the basis for financial planning.
30. Scenario A incorporates the following known changes, which increase the budget challenge by £6m in 2017/18, rising to £23m in 2020/21.
 - Savings increased by £7m in 2017/18, rising to £8m in 2020/21 due to: higher collection fund income, lower treasury management costs and staffing savings.
 - Costs increased by £13m in 2017/18, rising to £31m in 2020/21 due to, in particular, high needs block funding and the National Living Wage.
31. Scenario B models the additional impact of a further £20m shock funding reduction. This is to reflect the level of uncertainty and the possibility of currently unknown factors leading to a further reduction in funding. This is considered prudent following the council's experience with the Local

Government Settlement for 2016/17.

32. Table 1 shows how these factors provide the quantities of new savings for the council to identify in order to meet the two budget challenge scenarios.

Table 1 Summary of revised budget challenge scenarios (new savings to identify)

	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m
PVT savings to be identified in MTFP 2016-21	25	50	50	50
Increased new savings	-7	-8	-8	-8
Increased new costs	13	17	26	31
Scenario A budget challenge	31	59	68	73
Additional shock	20	20	20	20
Scenario B budget challenge	51	79	88	93

33. Based on these scenarios, revised cash limits have been set for each service (Annex 1). Cabinet Members and officers will work together to determine where services' spending is to reduce in order to balance the budget.
34. To explore the robustness of the proposals Cabinet Members and officers develop, Cabinet is recommended to request scrutiny boards to test the assumptions within proposals during the period from October to Christmas 2016.
35. Assuming the council identifies and delivers the service reductions to meet the revised cash limits, the uncertain economic position means there is a strong likelihood of the budget challenge remaining. Therefore Cabinet is recommended to continue to work to influence Government policy, especially around the key areas of: adult social care precept, business rates retention and school funding. Any additional funding gained through the council's influencing work will have a positive impact on the council's financial sustainability.

Four year settlement

36. On 10 March 2016, the Secretary of State for Communities and Local Government wrote to all councils offering a four year funding settlement for councils that prepared and submitted an efficiency plan to DCLG by 14 October 2016.
37. The Secretary of State's letter outlines that efficiency plans should:
- be locally owned and locally driven;
 - show how the greater certainty of the four year settlement can bring about opportunities for further savings;
 - cover the full four year period (2016/17 to 2019/20);
 - be open and transparent about the benefits to the council and the community; and
 - show how the council will collaborate with local neighbours, partners and devolution deals where appropriate.
38. In return for completing an efficiency plan, the Government would guarantee (subject to unforeseen significant economic events) the council minimum

funding over the period 2016/17 to 2019/20, as set out in the Final Settlement in February 2016 for:

- Revenue Support Grant,
- Rural Services Delivery Grant and
- Transitional Grant

39. Table 2 summarises the offer. As such, the Government's guarantee would mean the council will have negative Revenue Support Grant (RSG) to the value of -£17.3m in 2019/20. This is the equivalent of Surrey residents paying for a 3% increase in council tax to fund services elsewhere in the country.

Table 2 Summary of the Government's four year funding offer

Grant funding	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Revenue Support Grant	67.1	28.0	4.5	-17.3
Transitional Grant	11.9	12.2	0.0	0.0
Rural Services Delivery Grant	0.0	0.0	0.0	0.0
Total four year offer	79.0	40.2	4.5	-17.3

40. Other factors to consider in determining whether to decline or accept the four-year offer are set out below.

The main risks to the council of declining include:

- increased vulnerability to further funding changes as DCLG has indicated it will look first to reduce the funding of authorities that have not accepted the offer of a four year settlement;
- Surrey County Council would appear to be unsupportive of DCLG's policy response to requests from local government for greater certainty over future years' funding; and
- uncertainty about the profile of RSG and Transitional Grant allocations, albeit that the grants protected form a very small proportion of the council's overall funding.

The main risks to the council of accepting include:

- the risks of reductions in other unprotected grants remain, in particular funding for SEN (special educational needs) is not assured (the council's assessment of potential reductions in SEN funding could be significant);
- the offer provides no assurances around the future level of funding through business rates retention;
- acceptance could imply acceptance of the financial position the Government has put the council in for future funding discussions and could weaken further funding arguments (through the key influencing areas around business rates retention and devolution);
- acceptance could imply the council agrees the offer enables it to make and deliver efficiency plans with appreciably more certainty than would otherwise be the case; and
- the obligation to produce an efficiency plan by 14 October 2016 (although the council has already published much of the material and this involves minimal additional effort).

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41. In conclusion, to maximise the time available to consider this issue, it is recommended Cabinet delegates the decision to accept or decline the Government's four year settlement to the Leader, and report the decision to Full County Council.

Efficiency Plan

42. In outline, the council could prepare its efficiency plan to meet the requirements described in paragraph 37 as follows:
- Summarise the Corporate Strategy, setting out the council's intentions and challenges and how it plans to achieve the strategy's outcomes for Surrey residents and businesses.
 - Summarise the Financial Strategy, including how this underpins the council's Corporate Strategy.
 - Reference the council's service strategies, highlighting some particular challenges in them.
 - Summarise MTFP 2016-21, highlighting:
 - the council's overall financial challenge and its profile;
 - how the council intends to make efficiencies to achieve financial sustainability; and
 - the impact of transformational efficiencies on the council's finances.
 - Summarise evidence of the council's partnership and collaborative activities, including with: 3SC, ORBIS, SE7 and health & social care integration.

Business Rates Retention

43. In July 2016 the Government confirmed its intention to move to 100% business rate retention by local government with the publication of two consultation papers on 100% business rates retention and fair funding review of needs and redistribution. Responses to the consultation papers are due on 26 September 2016.
44. The Government states the purpose of this fiscal devolution is 'to provide communities with the financial independence, stability and incentives to push for local growth and pioneer new models of public service delivery.' This will mean local authorities as a whole retaining all of the business rates they collect, but taking on new responsibilities to match the increased resources this gives them. The Government's intention is that this change in local government funding is fiscally neutral, and as such is not a solution to the council's financial challenge.
45. The council is fully engaged in the consultations and discussions to develop the proposals, both as Surrey County Council and with a range of partners. As part of this, the council is contributing to responses by:
- Three Southern Counties (3SC) proposed combined authority group;
 - South East Seven (SE7) group of authorities;
 - South East Strategic Leaders (SESL) group of authorities; and
 - Society of County Treasurers (SCT).
46. In summary, the key principles and areas of commonality agreed in the responses for Surrey County Council, boroughs and districts in Surrey and

3SC group of authorities include:

- business rates retained by local authorities should fully fund current responsibilities first;
- new responsibilities devolved to local authorities by the Government should link to economic growth and enable effective public service delivery; and
- combined authority areas should be able to agree their own arrangements to suit local circumstances and ambitions.

47. Cabinet is recommended to approve the council's responses to the consultation papers, which are set out in full in Annex 2 and to endorse the joint response from the 3SC group of authorities set out in Annex 3.

CONSULTATION:

48. All Cabinet Members will have consulted their relevant director or head of service on the financial positions of their portfolios.

RISK MANAGEMENT AND IMPLICATIONS:

49. Risk implications are stated throughout the report and each relevant director or head of service has updated their strategic and/or service risk registers accordingly. In addition, the leadership risk register continues to reflect the increasing uncertainty of future funding likely to be allocated to the council.

Financial and Value for Money Implications

50. The financial and value for money implications are considered throughout this report.

Section 151 Officer Commentary

51. In February 2016 the council's Section 151 Officer highlighted that the financial position was serious, noting that:

- the 2016/17 budget was balanced through the use of substantial one-off funding, and;
- the Medium Term Financial Plan for 2016/17 to 2020/21 would only be sustainable through an effective programme of Public Transformation.

52. It is now clear that the PVT Programme has increased the level of confidence in delivery of the existing MTFP, although it will not produce the additional savings to close the budget gap. Therefore the requirement to set a balanced budget can only be met either through identifying further reductions in services' spending, or by securing a fairer funding settlement from Central Government.

53. Changes across Government, the on-going uncertain economic outlook and service demand changes since February 2016 mean the financial position remains serious. It is essential Members remain focused on shaping service delivery to fit within available resources as a matter of priority over the autumn, to enable a balanced budget to be set in February 2017 and a clear plan for moving towards sustainability to be identified.

Legal Implications – Monitoring Officer

54. The Council is under a duty to set a balanced and sustainable budget. This report describes the context to the Council's financial prospects in the medium term and highlights the challenges faced in planning future budgets. It also provides an update on the strategies recommended to respond to these challenges and delegates to the Leader the decision to accept or decline the Government's four year settlement.

Equalities and Diversity

55. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary.

WHAT HAPPENS NEXT:

56. Cabinet Members and officers will work together in informal workshops to determine where services' spending is to reduce in order to balance the budget. Scrutiny boards will test the assumptions within proposals during the period from October to Christmas 2016.

Contact Officer:

Sheila Little, Director of Finance
020 8541 7012

Consulted:

Cabinet, Strategic Directors, Heads of Service.

Annexes:

- Annex 1 Services' revised cash limits 2017/18 to 2020/21
Annex 2 Surrey County Council's responses to DCLG's consultation papers on:
Self-sufficient local government: 100% Business Rates Retention and
Business Rates Reform Fair Funding Review: Call for evidence on Needs
and Redistribution
Annex 3 Three Southern Counties' response to DCLG's consultation papers on:
Self-sufficient local government: 100% Business Rates Retention and
Business Rates Reform Fair Funding Review: Call for evidence on Needs
and Redistribution

Sources/background papers:

- Medium Term Financial Plan 2016-21
-

Services' revised cash limits 2017/18 to 2020/21

Scenario A - revised cash limits	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m
Delegated Schools	457.5	457.5	457.5	457.5
Schools and Special Educational Needs & Disabilities (SEND)	166.7	165.2	165.9	166.2
Children's services	103.9	101.1	96.8	94.4
Commissioning and Prevention	82.9	79.7	79.3	79.1
Adult Social Care	409.0	401.8	398.6	398.9
Environment and Planning	84.7	85.1	88.8	90.4
Central Income and Expenditure	68.9	75.9	81.4	84.0
Highways and Transport	51.9	51.2	51.6	52.2
Fire and Rescue Service	44.3	45.4	43.4	43.3
ORBIS Joint & managed budgets	96.4	92.2	92.3	94.0
Public Health	36.5	34.2	32.8	32.5
Cultural Services	22.4	21.9	21.9	22.0
Legal and Democratic Services	10.0	8.5	8.4	8.4
Trading Standards	3.6	3.5	3.5	3.5
Customer Services	3.5	3.4	3.4	3.4
Strategy and Performance	3.5	3.4	3.4	3.3
Community Partnership and Safety	2.9	2.8	2.8	2.8
Communications	1.9	1.8	1.8	1.8
Coroner	1.7	1.7	1.7	1.8
Directorate support	1.0	1.0	1.0	1.0
Strategic Leadership	1.0	1.0	1.0	1.0
Emergency Management	0.5	0.5	0.5	0.5
Total expenditure	1,654.8	1,638.8	1,637.8	1,641.9
Scenario B - revised cash limits	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m
Delegated Schools	457.5	457.5	457.5	457.5
Schools and Special Educational Needs & Disabilities (SEND)	165.3	163.7	164.5	164.7
Children's services	101.7	98.8	94.6	92.1
Commissioning and Prevention	82.0	78.8	78.4	78.3
Adult Social Care	400.6	393.4	390.2	390.5
Environment and Planning	82.9	83.3	87.0	88.6
Central Income and Expenditure	68.9	75.9	81.4	84.0
Highways and Transport	50.9	50.2	50.5	51.2
Fire and Rescue Service	43.5	44.6	42.7	42.5
ORBIS Joint & managed budgets	94.6	90.4	90.5	92.2
Public Health	35.6	33.3	31.9	31.7
Cultural Services	22.2	21.7	21.7	21.8
Legal and Democratic Services	9.8	8.3	8.2	8.2
Trading Standards	3.5	3.5	3.5	3.5
Customer Services	3.4	3.3	3.3	3.3
Strategy and Performance	3.5	3.4	3.3	3.3
Community Partnership and Safety	2.8	2.8	2.7	2.7
Communications	1.9	1.7	1.7	1.7
Coroner	1.7	1.7	1.7	1.7
Directorate support	1.0	1.0	1.0	1.0
Strategic Leadership	1.0	1.0	1.0	1.0
Emergency Management	0.5	0.5	0.5	0.5
Total expenditure	1,634.8	1,618.8	1,617.8	1,621.9

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OFFICER REPORT TO COUNCIL

APPOINTING AN EXTERNAL AUDITOR

KEY ISSUE/DECISION:

This report sets out the changes to the arrangements for the appointment of the Council's external auditors. County Council is required to approve the decision on how the Council will appoint its external auditor from the 2018/19 financial year. The report recommends that the Council's external auditor is appointed through opting into the sector-led appointment.

BACKGROUND:

1. Surrey County Council's current external audit contract with Grant Thornton will end after the audit of the 2017/18 accounts. This will mark the end of the current mandatory system for auditor appointments managed by the Audit Commission.
2. The Local Audit & Accountability Act 2014 established new arrangements for the audit and accountability of local authorities, which includes the ability of local authorities to appoint their own auditors from the 2018/19 financial year. Under the provisions of the new regulations Surrey County Council must appoint an external auditor by 31 December 2017 for the 2018/19 accounts.
3. The Council has two options in order to appoint an external auditor:
 - Option 1: Establish an auditor panel; or
 - Option 2: Opt for the sector-led appointment (no need for an auditor panel)
4. The decision on whether the council opts in or establishes an auditor panel must be made by County Council.

THE OPTIONS

Option 1 – Establish an Auditor Panel

5. The Council can decide to establish an auditor panel in order to advise the authority on:
 - Selecting and appointing the external auditor;
 - Maintaining an independent relationship with the external auditor; and
 - Whether to adopt a policy on the purchasing of non-audit services.

6. The composition of the auditor panel is prescribed as a minimum of three members, a majority of independent members (must meet a number of specific conditions) and an independent chairman.
7. Establishing an auditor panel would give the Council full ownership of the auditor appointment process. However, due to the extensive conditions that need to be adhered to in order to meet the criteria of the 'independence' definition, a panel may prove both difficult and time consuming to administer.

Option 2 – Sector led appointment

8. Surrey County Council can 'opt in' to a sector led appointment provided by Public Sector Audit Appointments Ltd (PSAA¹) who are developing a national collective scheme. The auditor appointment process will be similar to the current arrangements whereby a joint procurement process will be undertaken by PSAA and the Council will be allocated an external auditor along with a fee for a fixed period of time.
9. PSAA is aiming to award contracts to firms by June 2017 and it is therefore expected that authorities will need to commit to 'opting-in' by the end of 2016.
10. The sector-led option removes the need to create an independent auditor panel and transfers the role of procuring and administering the contracts to the PSAA. It represents the least resource intensive option in relation to officer time and administration costs. PSAA aims to provide advantages in relation to quality, cost, responsiveness and convenience through economies of scale opportunities.
11. Over the last few years, PSAA have managed the auditor contracts let by the Audit Commission under transitional arrangements. These contracts have shown that large block contracts can achieve lower external audit fees and avoid the costs of individual procurement exercises.
12. There appears to be a general preference among local authorities to favour the sector led appointment, with over 200 authorities having expressed an interest in this option.

CONSULTATION

13. Views have been gathered from the Chief Executive, Deputy Chief Executive, Leader, Deputy Leader, Audit and Governance Committee, Society of County Treasurers and Surrey County Treasurers.

¹ PSAA is a company owned by the LGA's Improvement and Development Agency. It has been specified as the sector-led body and has the power to make auditor appointments from 2018/19 on behalf of principal local government bodies that opt in.

RECOMMENDATIONS:

It is recommended that the Council approves opting in to the sector led appointment.

Lead/Contact Officers:

Sheila Little, Director of Finance, Tel: 020 8541 7012

Sources/background papers:

The Local Audit & Accountability Act 2014
The Local Audit (Appointing Person) Regulation 2015

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REPORT TO COUNCIL

APPOINTMENT OF AN INDEPENDENT REMUNERATION PANEL

KEY ISSUE/DECISION:

To ratify the appointment of members of the Council's Independent Remuneration Panel and agree its Terms of Reference.

BACKGROUND:

- 1 At its meeting in July 2016 the Council received a report setting out its duty under the Local Authorities (Members' Allowances) (England) Regulations 2003 to have in place and maintain an independent remuneration panel (IRP) to make recommendations about the allowances paid to Members under the Scheme of Allowances. At that meeting the Council agreed that the IRP should consist of three members, and established an Appointments Panel to oversee the recruitment process. It was agreed that the Appointments Panel should comprise the Chairman or Vice-Chairman of the Council, the Conservative Group Leader, the Residents' Association/Independent Group Leader and the Surrey Opposition Forum Group Leader.
- 2 The purpose of this report is to seek the Council's formal ratification of the candidates chosen by the Appointments Panel, and to agree the IRP's Terms of Reference.

Recruitment Process

- 3 The IRP member roles were advertised on the Council's website and through the voluntary services network in the County. Twelve applications were received by the deadline of the end of August and, following short-listing, six candidates will be interviewed for the three positions on 5 and 7 October 2016. The interview panel will consist of the Chairman of the Council and the Leaders of the Residents' Association/Independent Group and the Surrey Opposition Forum, with support provided by Democratic Services.
- 4 As these interviews will be held after publication of this agenda, details of the selected candidates will be reported to the Council at its meeting for formal ratification.

Terms of Reference for the IRP

- 5 A plan for reviewing the Scheme of Allowances will be agreed between the IRP members and Democratic Services in order that the IRP can submit its report and recommendations to the Council AGM on 23 May 2017. The work of the IRP will involve undertaking research into the roles of Councillors and will include interviews with some Members. The outcome of this work will be reported back to Members in due course and there will also be a process for consultation and feedback on emerging issues prior to submission of the IRP's report.
- 6 The IRP's work will be guided by its Terms of Reference. The existing IRP Terms of Reference are set out in the **Annex** to this report, and the Council is asked to review and approve these with any amendments as necessary.

NEXT STEPS

- 7 The IRP's review will commence in November 2016, and Members will be consulted and updated on proposals prior to formal submission of the report and recommendations to the Council in May 2017.

RECOMMENDATIONS:

- (a) That the Council ratifies the appointment of the Independent Remuneration Panel members agreed by the Appointments Panel.
- (b) That the Council reviews and approves the Terms of Reference of the Independent Remuneration Panel set out in the Annex.

Contact: Bryan Searle, Tel: 020 8541 9019, email: bryans@surreycc.gov.uk

Sources/background papers:

Guidance on Consolidated Regulations for Local Authority Allowances, Office of the Deputy Prime Minister 2003.

INDEPENDENT REMUNERATION PANEL**TERMS OF REFERENCE**

1. To review the County Council's Members' Allowances Scheme, taking into account the roles and responsibilities of Members (both in the Council and in serving their communities) set out in the County Council's agreed role profiles. The Panel will particularly have regard to:
 - (a) comparative data on the allowances paid by other similar local authorities; and
 - (b) the need for the composition of the Council to better reflect the population of Surrey.

2. To make recommendations to the Council on:
 - (a) the amount of Basic Allowance which should be paid to all Members;
 - (b) the responsibilities or duties for which Members should receive Special Responsibility Allowances and the amount of such allowances;
 - (c) the amount of the Childcare and Dependants' Carers' Allowances;
 - (d) Travelling and Subsistence Allowances;
 - (e) Co-optees' Allowances;
 - (f) whether payment of allowances should be backdated to the beginning of the financial year;
 - (g) whether any allowances should be withheld if a Member is wholly or partially suspended;
 - (h) whether adjustments to the level of allowances should be determined according to an index, and if so, which index and how long that index should apply.

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Wellbeing and Health Scrutiny Board: Report to the Council - 11 October 2016

Purpose of Report

1. The last report to the Council on 17 May 2016 provided an overview of the responsibilities and powers delegated by the Council to the Wellbeing and Health Scrutiny Board (WHSB). It described how WHSB was meeting those responsibilities within the current NHS environment.
2. The purpose of this report is to update the Council with the key matters impacting on the health landscape in Surrey at the present moment.

Financial Challenges to the Health Services in Surrey

3. It has been widely reported that NHS England had its biggest ever deficit last year of £2.5 billion. Achieving financial balance is a high priority for the NHS this year but demand for services will continue to grow driven by demographic changes.
4. The NHS in Surrey is not immune. Two of the six Clinical Commissioning Groups (CCGs) and one of the five Acute Hospitals are currently receiving support from NHS Improvement because of financial deficits. However, standards of care remain generally good.
5. Members will also be aware of the substantial financial difficulties facing our own social services. This is a matter for the Social Care Scrutiny Board, but we need to note that the NHS depends on social care to help prevent residents going into hospital unnecessarily, and to facilitate their exit as quickly as it is safe to do so. Simon Stevens, Head of NHS England, has highlighted that more needs to be done to prevent people needing acute health services, and that this could mean additional funding for preventative social care. It is my view that we should all lobby our MPs along these lines.
6. The NHS and social services both face substantial challenges around workforce due to the high cost of living in Surrey; the shortage of affordable housing; and competition from London where the London Allowance is payable. Many hospitals have to recruit from overseas to fill vacancies.
7. The Council's Public Health function acts to prevent ill-health and to reduce the load on the Health Services. However, it too is suffering financial pressures which may have a negative impact on the health of Surrey residents and lead to more pressure on the NHS. An illustration of the impact of these financial pressures is the recent recommissioning of sexual health services, which has seen the contract's annual value reduce from £6 million to £4 million. The Board has a role in understanding the impact of such changes, and how the provider market responds to the financial pressures that

the local authority faces. There is no reason to believe that the new service will not be adequate.

8. The NHS in Surrey receives its 999 service from the South-East Coast Ambulance Trust (SECAMB). The WHSB has highlighted on several occasions that SECAMB has not been working effectively, as have our sister Boards in Kent and Sussex. There is an unresolved problem with slow handover of patients between the SECAMB crews and the receiving hospitals which is impacting on SECAMB performance. Elsewhere, South Central Ambulance Service reports success in reducing the load on Accident and Emergency units by better diagnosis by paramedics at the point of contact and by enabling patients to be made comfortable in their own homes. SECAMB is now receiving close attention from NHS Improvement.
9. There is every indication that the financial situation in the NHS is not going to get better quickly. In order to achieve the £22 billion of savings required over the next 5 years, NHS England will need to perform significantly better than its long term average for financial savings. This will mean some difficult decisions in the months to come.
10. There is a possibility that some of our CCGs and Acute Hospitals, even after making other savings, will need to manage patient services to reduce expenditure. The NHS has continually to review its priorities to enable it to work within its financial envelope.
11. The WHSB wishes to ensure that clinicians are at the heart of making these decisions where they prove necessary, and that 'post-code lotteries' are avoided as far as possible.

Sustainability and Transformation Plans

12. Members may be aware of the Sustainability and Transformation Plans (STPs) through the coverage in the national media over the summer. This is an exciting and evolving piece of work that attempts to tackle many of the national challenges both health services and local authorities face in relation to ensuring patient and resident wellbeing.
13. Surrey is covered by three STPs: Surrey Heartlands; Frimley; and Sussex and East Surrey. The STPs are centred on one or more of the Acute Hospitals and bring together all the commissioners and suppliers under one strategic plan. In the longer term, there is to be a greater sharing of resource across health and social care. Members will be aware that work towards this has been going on for some time through the Better Care Fund.
14. An important aspect of the STPs is that they have been subject to inspection by the highest levels of management in the NHS who have sought to resolve high level boundary issues both within and between the individual STPs. The STPs may well see some local services being reconfigured to ensure that the NHS is making the best use of its resources, and maximising the effectiveness of services. An indication of how these services may be delivered in the future is exemplified in the Surrey Stroke Service Review, which is seeking to locate Hyper-Acute Stroke Units to achieve optimum coverage for those who may require stroke services in Surrey.
15. In terms of the involvement of the WHSB it is worthwhile distinguishing between the Surrey Heartlands STP and the other two Surrey STPs: namely Sussex and East Surrey STP; and Frimley Health STP. The footprints for both of these latter STPs include a large number of County and Unitary Authorities so governance will be a more

complex matter. A further factor is that Surrey patients will be in a minority in both of these two footprints so getting ourselves heard may not be easy.

16. It is vital to distinguish between executive and scrutiny roles in seeking suitable platforms for our representation. It would be best to have a clearly defined scrutiny group, separate from the executive function. I will be seeking the views of my regional health scrutiny counterparts, and our NHS colleagues, to this end. We already have good links with our Sussex and Brighton equivalents through the South East Health Scrutiny Chairmen's Group which I chair. I will also be seeking to establish links with our equivalents in the Frimley Health footprint to gauge their views on the way forward.
17. As we concluded in our 17 May report, our paramount duties are to assure that Surrey residents' views are taken into account when changes are proposed in health services; and to ensure that changes are to the overall benefit of Surrey residents.
18. I believe that the WHSB has to add a corollary to the point about changes that benefit patients and their families. If we are content that changes are indeed good then we should overtly support them both as a Board and as individual Members.
19. The next five years presents significant challenges for both the NHS and local authorities, and it is only by working together to understand each others' priorities, can we ensure that we are achieving the right outcomes for our residents.

Bill Chapman,
Chairman of Wellbeing and Health Scrutiny Board

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MINUTES OF THE MEETINGS OF
CABINET HELD ON 14 JULY 2016 AND
20 SEPTEMBER 2016

Any matters within the minutes of these Cabinet meetings may be the subject of questions and statements by Members upon notice being given to the Democratic Services by 12 noon on Monday 10 October 2016.

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**MINUTES OF THE MEETING OF THE CABINET
HELD ON 14 JULY 2016 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:

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

* = Present

PART ONE
IN PUBLIC

144/16 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Mr Martin, Mr Few, Mr Furey and Mrs Lewis.

145/16 MINUTES OF PREVIOUS MEETING: [Item 2]

The minutes of the meeting held on 21 June 2016 were confirmed and signed by the Chairman.

146/16 DECLARATIONS OF INTEREST [Item 3]

There were none.

147/16 PROCEDURAL MATTERS [Item 4]

1 MEMBERS' QUESTIONS [Item 4a]

No members questions were received.

148/16 PUBLIC QUESTIONS [Item 4b]

No public questions were received.

149/16 PETITIONS [Item 4c]

No petitions were received.

150/16 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

No representations were received.

151/16 REPORTS FROM SCRUTINY BOARDS, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

A report was received from the Social Care Services Board relating to the consultation on a revised charging policy for Adult Social Care. The Cabinet Member response is attached as Appendix 1.

A report was also received from the Council Overview Board regarding the Municipal Bonds Agency and the Cabinet Member response to this is attached as Appendix 2.

152/16 CONSULTATION ON A REVISED CHARGING POLICY FOR ADULT SOCIAL CARE [Item 6]

The Cabinet Associate for Adult Social Care, Wellbeing and Independence introduced the report on behalf of the Cabinet Member. He informed Members that the first report on this issue came before Cabinet in February 2015 when approval was sought to go out to consultation regarding four proposals to amend aspects of the Adult Social Care charging structure. He went on to say that the four proposals were as follows:

1. For an administration fee to be charged for full cost payers.
2. For an increase from 90 to 100% of the available income to be taken into account in charges for people in receipt of non-residential care and support.
3. For the full rate of allowances received by people in receipt of national disability benefits to be taken into account when determining the level of support provided by Adult Social Care.
4. For the current £20 per week disregard when assessing a person's ability to contribute towards respite care to be removed.

He stressed that further detail was contained within the report and that the proposals were expressly permitted under the Care Act. He highlighted that details of the consultation were outlined in the report and informed the Cabinet that 7000 people in receipt of chargeable services were contacted alongside a further 700 that could potentially be impacted in the future. He explained that just under a quarter of those contacted had responded and their responses could be found within annex 1 of the submitted report.

He drew particular attention to the Equalities Impact Assessment action plan and the Council's duty and policy to regularly reassess residents in receipt of Adult Social Care services. He stressed that should the Cabinet approve these proposals, the intervening period before the implementation date of 3 October 2016 would be used by the Adult Social Care service to gauge the impact of the proposals at an individual level via the assessment process.

He summarised by saying that the budget challenges were great and would be greater going forward and informed Members that should the proposals not be implemented then it would be likely that additional savings required would affect a much wider range of individuals in receipt of care services.

The Cabinet Associate for Community Safety said that she had read the report with interest and had concerns about the Equalities Impact Assessment regarding carers in communities. She stated that she understood bringing charges in line with statistical neighbours but that respite care was hugely

important and that removal of the £20 disregard could have a negative impact on the wellbeing of carers.

The Cabinet Member for Children and Families Wellbeing also expressed concerns about the impact on carers and said that this should not be overlooked. She stated that this proposal was as much about wellbeing as about financial concerns and she then proposed an amendment to the recommendations to ensure that the Council continued to apply the £20 disregard per week when charging for respite care.

This amendment was agreed by the Cabinet and the recommendations amended as a result.

Members queried how the Council planned to assess each person's ability to pay and were informed that this would be done via means testing and reassessing all those affected. Reassurance was sought that the proposals were not intending to bring anyone else into a charging framework and Members were informed that it would only impact on those assessed so far.

RESOLVED:

1. That the Council continue to apply the disregard of £20.00 per week when charging for respite care.
2. That subject to the revisions in recommendation 1 above, the charging policy for Adult Social Care as found at Annex 2 of the submitted report be approved and implemented.
3. That these changes take effect from 3 October 2016.

Reasons for decisions

In light of the very significant financial pressures the Council faces and the increasing demand for services, it is important to review the charging policy to ensure that those who are assessed as being in a position to contribute towards their care costs are making an appropriate contribution that will help maintain high quality care and support for all residents of Surrey with eligible social care needs.

The proposals do not significantly change charging for the majority of people in receipt of non-residential care and support, but will contribute to the sustainability of providing adult social care services.

The proposed policy will continue to provide an open and transparent framework which will enable people to make informed decisions about how their care and support needs may be met and will bring the Council's charging policy in line with the majority of other local authorities.

153/16 SURREY COUNTY COUNCIL HOME FROM HOSPITAL SUPPORT SERVICES - CONTRACT AWARD [Item 7]

The Cabinet Associate for Adult Social Care, Wellbeing and Independence introduced the report by informing Members that it was seeking approval to award two contracts for the provision of a Home from Hospital support service which would commence on 1 October 2016.

He explained that the Home from Hospital support service provided assistance to vulnerable people who were discharged from hospital and were returning to their home. He went on to say that officers undertook a joint procurement exercise with Surrey's six main Clinical Commissioning Groups (CCGs) and that the report provided details of the collaborative procurement exercise, including the results of the evaluation process and demonstrated why the recommended contract awards deliver best value for money.

Members reflected that it was excellent to see that 39% of the evaluation was geared towards service delivery and that it was good to see it was not price focussed. They felt that it was an excellent example of working together and that it demonstrated that more joined up thinking was taking place.

The Leader of the Council requested that the Social Care Services Board undertook a review of the performance measures within the contract in the future.

RESOLVED:

1. That the contracts be awarded for one year, from 1 October 2016 with an option to extend for two further periods of one year each.
 - Red Cross – Lot 3 East Surrey.
 - Home Group Limited – Lot 1 Northwest Surrey, Lot 2 Surrey Downs, Lot 4 Guildford and Waverley, Lot 5 Surrey Heath, North East Hampshire and Farnham.
2. That the combined annual contract value of the two contracts awarded be £335,000.00 (£1,005,000.00 including extension periods).

Reasons for decisions

The existing grant agreement, which is funded from the Better Care Fund, will expire on 30 September 2016. There is a continuing need for a service to support individuals who are ready to be discharged from hospital and return home with short term support. This service has contributed towards a reduction in hospital readmissions and gives confidence to individuals to continue living at home. This tender exercise was conducted in compliance with procurement legislation and Procurement Standing Orders. The recommendations provide best value for money for the Council and the Clinical Commissioning Groups.

154/16 REVISED SURREY WASTE LOCAL PLAN - ISSUES AND OPTIONS CONSULTATION [Item 8]

The Cabinet Member for Environment and Planning introduced the item by stating that Surrey County Council was the Waste Planning Authority for Surrey and that this meant the Council had to create a framework for the delivery of waste management infrastructure to ensure Surrey's economy remained strong and sustainable. He explained that this was a legal requirement and that the current Surrey Waste Plan (SWP) was adopted in 2008 and needed to be replaced. He said that a new Surrey Waste Local Plan (SWLP) 2018 – 2033 would need to go through several stages of public consultation and that the consultation on the plan would run for 12 weeks from 2 September to 25 November 2016.

He informed Members that once the consultation had been completed the plan would be produced and brought back to the Cabinet in early 2017.

Members queried the involvement of district and borough councils and were informed that good relationships existed with all authorities and that conversations would take place over the next 18 months to ensure the right approach was taken.

RESOLVED:

1. That Surrey County Council, as the Waste Planning Authority, consults on the Issues and Options Report (as at **Annex 1** of the submitted report) as the first stage in preparing a new Surrey Waste Local Plan (SWLP) 2018-2033.
2. That authority be delegated to the Strategic Director for Environment and Infrastructure in consultation with the Cabinet Member for Environment and Planning to agree any amendments to the Issues and Options Report prior to consultation taking place.

Reasons for decisions

It is a statutory requirement for Surrey County Council to have a Waste Local Plan. In addition, the National Planning Policy Framework (NPPF) emphasises that Local Plans should be kept up to date.

The SWP was adopted in 2008 and plans for the management of waste over a 10 year period until 2018. When determining planning applications for waste management the County Council has regard to this plan and for it to remain fit for purpose it is therefore important that it is consistent with current policy, legislation and local context. The SWP 2008 now needs to be reviewed, with the revised plan scheduled to be adopted in 2018.

It is important that the Council engage with communities and organisations on how waste is managed in Surrey and the consultation on Issues and Options provides the first formal opportunity to do this which is consistent with the Councils approach set out in its Local Development Scheme (LDS) and Statement of Community Involvement (SCI).

155/16 FINANCE AND BUDGET MONITORING REPORT FOR JUNE 2016 [Item 9]

The Leader of the Council presented the budget monitoring report for the first quarter of the 2016/17 financial year, that covered the period up to 30 June 2016. He said that overall, a forecast of £1.5m underspend was expected and that services were forecasting a balanced outturn but it was still early in the financial year and where necessary, services were developing plans to ensure they achieved a balanced outturn.

He stated that achieving these savings was important to ensure the Council maintained a balanced budget in 2016/17 and achieved a sustainable financial position in future years.

With regard to revenue, Members were informed that the current forecast end of year revenue position was for an £1.5m underspend which would make this

the seventh consecutive year that there would be a small underspend or balanced outturn across the Council. He did however highlight that Adult Social Care had identified a risk of £1.1m overspend but that the Adult Social Care leadership team was taking a rigorous approach to mitigating this risk.

On efficiencies, the Leader informed Members that at the end of June, services forecast delivering all of their £83.5m efficiencies. He stressed the importance of achieving these efficiencies to ensure the Council maintained a balanced budget this year and financial sustainability in the future. He went on to say that of the £83.5m forecast efficiencies, £36m had either already been implemented or was on track, £33m had some issues, and £14m was considered to be at risk.

To summarise, the Leader explained on the capital summary that the capital programme for 2016-21 was £638m and this would, improve and maintain services, invest in Surrey and generate income for the Council. He explained that £55m from 2016/17 would be re-profiled into the 2016-21 programme due to costs being lower, the impact of a new free school on the school places programme and rescheduled estimates of need. He also considered that reducing reliance on government grants and council tax was key to balancing the budgets over the longer term and that the Revolving Infrastructure and Investment Fund was part of this strategy. He finished by saying that the Council forecast making nearly £90m longer term investments in this financial year.

Other Cabinet Members were given the opportunity to highlight key points and issues from their portfolios.

RESOLVED:

1. That the forecast revenue budget for 2016/17 is a -£1.5m underspend (as set out in Annex, paragraph 1 of the submitted report) be noted.
2. That the forecast efficiencies and service reductions for 2016/17 is £83.5m (as set out in Annex, paragraph 19 of the submitted report) be noted.
3. That the quarter end positions for: balance sheet, earmarked reserves, debt and treasury management (as set out in Annex, Appendix paragraphs App 8 to App 22 of the submitted report) be noted.
4. That -£55.4m capital expenditure from 2016/17 be re-profiled into the remainder of the 2016-21 capital programme (Annex, paragraph 24 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.

[The Cabinet Associate for Adult Social Care, Wellbeing and Independence left the meeting at 3.05pm]

156/16 LEADERSHIP RISK REGISTER [Item 10]

The Cabinet Member for Business Services and Resident Experience introduced the item and informed the Cabinet that this was the regular quarterly report highlighting the risk register. She informed Members that the senior leadership succession risk had reduced due to work undertaken by HR and that the highest risk to the Council was the policy changes related to the exit from the European Union. She went on to say that some comfort could be taken by an emergency budget not being put in place.

RESOLVED:

That content of the Surrey County Council Leadership risk register (as at Annex 1 of the submitted report) be noted and that the control actions put in place by the Statutory Responsibilities Network be endorsed.

Reasons for decisions

To enable the Cabinet to keep Surrey County Council's strategic risks under review and to ensure that appropriate action is being taken to mitigate risks to a tolerable level in the most effective way.

157/16 MUNICIPAL BOND AGENCY [Item 11]

The Cabinet Member for Business Services and Resident Experience explained that the Council was already a shareholder in the UK Municipal Bonds Agency (MBA) and that this was established by the Local Government Association (LGA) and 56 local authorities, for the purpose of enabling local authorities to borrow on more favourable interest rates than would otherwise be available to the council and to provide an alternative to the Public Works Loan Board (PWLB).

She informed the Cabinet that in order to be able to borrow for the purposes of capital funding from the MBA, a local authority must first accept the terms of a Framework Agreement and agree to joint and several guarantee.

She stated that the Council would not be looking to borrow at this time however if such a time arose, the rates would be more favourable.

The report received from the Council Overview Board was referred to and it was agreed that where time allowed, scrutiny of initial borrowing would take place. It was also agreed that recommendation 2 would be revised to include the Leader of the Council.

Members felt that this was an excellent proposal and evidence showed that it worked well in the USA.

RESOLVED:

1. That the Council enter into the Municipal Bond Agency Framework Agreement and Guarantee; and that authority be delegated to the Director of Finance and the Director of Legal, Democratic and Cultural Services to execute the Framework Agreement and Guarantee together with associated legal documentation;

2. That borrowing decisions be delegated to the Director of Finance in consultation with the Leader of the Council or the Cabinet Member for Business Services and Resident Experience.

Reasons for decisions:

It is anticipated that the Municipal Bond Agency will provide the council with an alternative source of borrowing capital funds at more favourable interest rates than those available from the PWLB.

The recently revised Treasury Management Strategy 2016/17 means that there is no immediate need to borrow from the Municipal Bond Agency. Until the Council borrows, there is no financial risk to the Council in joining the Municipal Bond Agency Framework and Guarantee. If the current interest rate situation alters, the Municipal Bond Agency option could be an attractive borrowing option.

158/16 BUSINESS REMOVAL SERVICES CONTRACT AWARD [Item 12]

The Cabinet Member for Business Services and Resident Experience explained that this report was a straight forward framework agreement to award a contract to Edward Baden Limited for the provision of Business Removal Services for the benefit of the Council as detailed in the recommendations to commence on 1 October 2016.

She stated that the public procurement requirements had been met and the different options were set out in the report. She said that a mix of considerations had been used to develop a range of award criteria.

The Cabinet Associate for Community Safety Services expressed delight that the successful contractor had given contractual commitment to the appointment of three apprentices. The Cabinet Member for Business Services and Resident Experience explained that this was something the Council was consciously doing to ensure that contractors engage with the Council's ethics.

RESOLVED:

1. That the framework agreement be awarded to Edward Baden Limited for two years from 1 October 2016 with an option to extend for two periods of one year each.
2. That an immediate call-off contract under the framework agreement be placed with Edward Baden Limited for the benefit of the Council with an estimated annual value of £463,958 for a two year contract term with an option to extend the contract for two periods of one year each.

Reasons for decisions

The existing contract will expire on 30 September 2016. A full tender process, in compliance with the requirements of the Public Contract Regulations 2015 and Procurement Standing Orders has been completed, and the recommendations provide best value for money 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.

159/16 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 13]

The Cabinet Member for Business Services and Resident Experience informed Members that she had taken a decision on a transformation partner for the Orbis Partnership.

RESOLVED:

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

160/16 EXCLUSION OF THE PUBLIC [Item 14]

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.

161/16 SURREY COUNTY COUNCIL HOME FROM HOSPITAL - CONTRACT AWARD [Item 15]

Members were informed that this item contained the exempt information relating to the home from hospital contract.

RESOLVED:

1. That in response to the changing requirements and demographics of Surrey this tendering exercise has secured suitable providers for the delivery of a Home from Hospital support service.
2. That contracts be awarded for one year from 1 October 2016 with an option to extend for two further periods of one year each as set out in part 1 report.

Reasons for decisions

The existing provision will expire on 30th September 2016. A full tender process, compliant with the requirements of the Public Contracts Regulations 2015 and the Council's Procurement Standing Order has been completed, and the recommendations provide best value for money for the Council following an evaluation process.

162/16 BUSINESS REMOVAL SERVICES CONTRACT AWARD [Item 16]

The Cabinet Member for Business Services and Resident Experience commended the recommendations and informed Members that the company that had been awarded the contract was based in Uckfield, East Sussex.

RESOLVED:

That the information within the Part 2 report be noted in conjunction with the Recommendations made in the Part 1 Cabinet report.

Reasons for decisions

The existing contract will expire on 1 October 2016. A full tender process, in compliance with the requirements of the Public Contracts Regulations 2015 and the Council's Procurement Standing Order has been completed, and the recommendations provide best value for money for the Council following a thorough evaluation process.

163/16 PROPERTY TRANSACTIONS [Item 17]

The Cabinet Member for Business Services and Resident Experience summarised the report and commended it to the Cabinet for endorsement.

RESOLVED:

It is recommended that Surrey County Council grant a new full repairing and insuring lease for a term of 10 years commencing on the 25 December 2016 at the commencing rent per annum, as set out in the submitted report.

Reasons for decisions

The property was acquired in September 2013 for potential longer term service need and to provide a revenue income to the council.

To ensure the income stream can continue until the end of 2021 as a minimum, negotiations have been held with the existing tenant on securing a new lease, without the need for any refurbishment of the property, on market terms.

164/16 PUBLICITY FOR PART 2 ITEMS [Item 18]

It was agreed that non-exempt information may be made available to the press and public, where appropriate.

[Meeting closed at 3.25pm]

Chairman

CABINET RESPONSE TO SOCIAL CARE SERVICES BOARD

CONSULTATION ON A REVISED CHARGING POLICY FOR ADULT SOCIAL CARE SERVICES

(considered by Social Care Services Board on 23 June 2016)

COMMITTEE RECOMMENDATIONS:

1. That the Cabinet demonstrate they have taken the impact of carers and families into account and have sought to mitigate this impact through a more robust Equalities Impact Assessment
2. That Cabinet provide greater evidence for the cost-benefit of implementing the proposed changes to Adult Social Care charging policy
3. That the Cabinet provide evidence as to how the administration fee is calculated and when it will be subject to review
4. That, taking individual concerns into consideration, the Cabinet establish there are no indirect impacts on an individual's package arising from:
 - the implementation of the national living wage;
 - the review into the grants programme.

RESPONSE:

1. Representatives of key partner organisations, including Surrey Coalition for Disabled People, Sight for Surrey, Age UK and Action for Carers were consulted on the Equalities Impact Assessment and contributed to the final version. An updated version is available for circulation to the Social Care Services Board. The EIA identifies the actions that will be taken to mitigate the negative impacts wherever possible.
2. In a full year, the proposals to revise the charging policy will achieve £1.6m. We do not anticipate any significant administrative costs arising from implementation of the policy changes. The annual review scheduled to take place in March 2016 was deferred so that we could incorporate any policy changes into that review. There are therefore no direct costs solely as a result of these policy proposals. We will begin the process of reviewing people ahead of 2 October 2016, so that people have ample time to prepare for any change.
3. We already charge an administration fee for full cost payers in residential care and for setting up a deferred payment agreement. This proposal will therefore bring care at home in line with our existing arrangements. The fees will be added to the usual statements and are not an extra administrative cost.

The set up fee represents the cost in practitioner time of arranging support i.e. negotiating/corresponding with providers; ensuring appropriate contracts are in place etc. Depending on the provider

there may be a need to involve procurement and data management colleagues. ASC finance colleagues have to arrange to pay the provider on receipt of an invoice. A more senior role is required to sign off the support plan, costs etc The FAB Team must undertake a financial assessment, and then raise charges on a monthly basis. Business services are involved in issuing the statement and collecting the payment.

This annual charge was calculated as follows :

Admin charge - 15 hrs work minimum based on the above activities at £19.58 mid range S8 grade including 25% on costs. Additionally there are printing and postage costs and costs associated with invoicing.

The weekly fee represents the cost of processing ongoing invoices and dealing with disputes; full cost payers are one of the busiest areas for credit control and the service, with some people refusing to pay. It has been set at a weekly amount to ensure that people are only charged when they receive a service in a particular week. The fee will be reviewed annually. The charges will only apply to new people.

Below is a comparison of other neighbouring local authorities on this matter.

	Set up fee	Ongoing
Surrey	295	5 pw
Buckinghamshire	250	1.35 pw
Oxfordshire	500	0
Hampshire	296	6 pw
Kent	Not commissioning services	0
West Sussex	157.25 +157.25 per change	5.05 pw

4. The National Living Wage should generally be seen as a positive development, helping to remove dependency on the benefits system and ensure a fair rate of pay at the lower end of the job market. There will be no direct impact on people who receive care and support as all earnings are disregarded. It is possible that the NLW will have a direct impact on carers; if their earnings increase above the earnings threshold, they may lose entitlement to carers allowance. We will look at individual cases as they arise to determine whether the package of support to the carer and cared for person needs to be reviewed accordingly.

We are working closely with providers and partners, through a robust process, to maximise the efficiency of our grants and contracts. This includes identifying and drawing upon alternative services, including family, friends and community networks where appropriate, to minimise the impact of any changes on residents. On an individual basis if a person has increased disability related expenditure as a result of the grant and contracts review, we would take this into account in the financial assessment depending on the circumstances of the case.

Tim Evans, Cabinet Associate for Adult Social Care, Wellbeing and Independence on behalf of Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence
14 July 2016

CABINET RESPONSE TO COUNCIL OVERVIEW BOARD

**MUNICIPAL BONDS AGENCY
(considered by Council Overview Board on 6 July 2016)**

COMMITTEE RECOMMENDATIONS:

- (a) That a process be put in place to allow appropriate scrutiny of any proposal to seek a loan from the Municipal Bonds Agency, taking into account the need to review the risks involved, the terms available from any alternative sources of capital borrowing, and the need for timely decision-making.
- (b) That the second recommendation of the Cabinet report be amended to read 'delegate borrowing decisions to the Director of Finance in consultation with the Leader of the Council or the Cabinet Member for Business Services and Resident Experience.'

RESPONSE:

- (a) The Cabinet agrees that on the first instance that the Council proposes to seek a loan from the Municipal Bonds Agency, the proposal may be scrutinised by the Council Overview Board prior to implementation provided time is available. All subsequent borrowings with the Municipal Bond Agency will be subject to the delegated powers granted to the Director of Finance from the approved Treasury Management Strategy and consultation with the Leader of the Council or the Cabinet Member for Business Services and Resident Experience.
- (b) Agreed.

**Denise Le Gal
Cabinet Member for Business Services and Resident Experience
14 July 2016**

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 20 SEPTEMBER 2016 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:

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

* = Present

Members in attendance:

Mr David Harmer, Chairman of Economic Prosperity, Environment and Highways Board

PART ONE
IN PUBLIC

165/16 APOLOGIES FOR ABSENCE [Item 1]

Apologies were received from Mr Hodge and Ms Le Gal.

166/16 MINUTES OF PREVIOUS MEETING: 14 JULY 2016 [Item 2]

The minutes of the meeting held on 14 July 2016 were confirmed and signed by the Chairman.

167/16 DECLARATIONS OF INTEREST [Item 3]

There were none.

168/16 PROCEDURAL MATTERS [Item 4]

169/16 MEMBERS' QUESTIONS [Item 4a]

A question from Mrs Watson was received. The question and response was attached as Appendix 1.

Mrs Watson asked whether there were any other properties outside Surrey, which had been purchased by the County Council and whose details were not in the public domain. The Deputy Leader thought that the answer was none but agreed to advise Mrs Watson if this were not the case.

170/16 PUBLIC QUESTIONS [Item 4b]

A question from Mr Mendelssohn, Chairman of Thursley Parish Council was received. The question and response was attached as Appendix 2.

As Mr Mendelssohn was unable to attend the meeting, Mr Peter Hunter, a member of Thursley Parish Council attended the meeting, together with Mr David Harmer, the local County Councillor for this area.

Mr Hunter asked how Surrey County Council could help to resolve this on-going issue, which had blighted the area since the opening on the Hindhead tunnel.

Mr Harmer considered that a statement from the County Council was required, and that it was unacceptable that Highways England did not take action to resolve this issue.

The Cabinet Member for Highways, Transport and Flooding drew attention to his tabled response and said that much time and effort had already gone into trying to resolve this issue. However, he noted that there had been a lack of response from Highways England so he agreed to write again and request a timescale for action. He would also engage with local MP Jeremy Hunt and the Secretary of State for Transport Chris Grayling MP, and would share the correspondence with the parish council.

171/16 PETITIONS [Item 4c]

No petitions were received.

172/16 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

No representations were received.

173/16 REPORTS FROM SCRUTINY BOARDS, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

There were none.

174/16 APPROVAL TO AWARD A CONTRACT FOR THE PROVISION OF AN INTEGRATED SEXUAL HEALTH SERVICE [Item 6]

The Cabinet Member for Wellbeing and Health said that the provision of sexual health services was a statutory duty of Local Authorities and that the current contract ended in March 2017.

She said that the budget for this service had been reduced following the reduction in the ring fenced public health grant distributed by the Department of Health and the Council was trying to maintain a good level of service within the financial resource available. Therefore, following a full procurement and evaluation process, this report sought approval to award a contract to Central and North West London NHS Trust for the provision of an Integrated Sexual Health Service to commence on 1 April 2017.

She drew attention to the email from Dr Tina Peers, Clinical Director of the Sexual Health Services from Virgin Care, and its attachment relating to the financial and economic impacts of restricted contraceptive and sexual health services. She confirmed that it had been circulated to the Cabinet team and acknowledged the difficult decision that the Cabinet was taking today. However, she considered that the recommended contract delivered best value for money and met the needs of service users in Surrey and, by awarding this contract the Council would secure a cashable saving of £2m per year.

Finally, she drew attention to the Equality Impact Assessment which had been attached to the report and which set out the impacts of the recommendation on each of the protected group for each service.

Other Cabinet Members made the following comments:

- It was good news that an integrated sexual health service would be provided and that the provider was required to work in partnership across the County Council, as detailed in paragraph 6 of the submitted report.
- Due to closer working with NHS colleagues, this report would be the first of many reports presented to Cabinet.

RESOLVED:

That a contract be awarded to Central and North West London NHS Trust at a maximum value of £4,333,383.00 per year.

The contract will be for three years from 1 April 2017 with an option to extend for a further two years, in any event the contract shall be for no more than five years in total.

Reasons for Decisions:

The recommended contract award will deliver an evidence based Integrated Sexual Health Service (as described in paragraph 5 of this report) that meets national guidance and fulfils the Council's duties. The service will be open access to all (universal) in line with statutory requirements and the national specification issued by the Department of Health, however there is a clear expectation that the service will be responsive to the needs of key priority groups as defined in the Surrey Sexual Health Needs Assessment. Priority groups in Surrey include sex workers, men who have sex with men (MSM), Black Africans and young people.

The three existing contracts for sexual health services are expiring at the end of March 2017 and cannot be further extended.

A full tender process, in compliance with the requirements of EU procurement Legislation and the Council's Procurement Standing Orders has been completed, and the recommendation provides best value for money for the Council following a thorough evaluation process.

The service will be delivered in Surrey from local bases and will provide apprenticeship opportunities to Surrey Young People whilst delivering efficiencies for Public Health Services.

175/16 ST PETERS CATHOLIC SECONDARY SCHOOL, GUILDFORD [Item 7]

The Cabinet Member for Schools, Skills and Educational Achievement began by re-emphasising the enormous pressure that Surrey County Council was under to provide school places for all Surrey children and said that an additional 3154 places had been provided for this academic year.

This report set out the business case for the expansion of St Peter's Catholic School. The school would expand from 180 Published Admission Number per year (6 forms of entry - 900 places) to 210 Published Admission Number per year (7 forms of entry - 1,050 places) to help meet the demand for 150 additional secondary places in Guildford from September 2017.

She said that St Peter's Catholic School was oversubscribed and at the school's last Ofsted inspection, it had been judged 'outstanding'. She also said that the recent expansion at one of its feeder schools would increase pressure in the future for places at this secondary school. Finally, she drew attention to the consultation process and confirmed that the Headteacher and Governing Body had worked closely with the Local Authority on the expansion proposals.

RESOLVED:

That, subject to the agreement of the detailed financial information for the expansion set out in Part 2 of the agenda, the business case be approved for the expansion of St Peter's Catholic School, providing an additional 150 places.

Reasons for Decisions:

The proposal supports the Authority's statutory obligation to provide sufficient school places relative to demand.

176/16 HAWKEDALE INFANT SCHOOL, SUNBURY ON THAMES [Item 8]

The Cabinet Member for Schools, Skills and Educational Achievement commended the approval of the business case for the expansion of Hawkedale Infant School from a 1 form of entry infant (90 places) to a 1 form of entry primary (210 places) to meet the demand for 120 junior places in the Sunbury on Thames area, to Cabinet.

She said that the proposal was part of the Sunbury on Thames primary school re-organisation that would create an additional 210 primary places between Hawkedale Infant and Springfield Primary Schools to help meet the basic need requirement in the Sunbury on Thames area for September 2017. A permanent expansion of Springfield Primary School was also proposed and would be subject to a separate report to Cabinet.

She also informed Members that at the last Ofsted inspection, this school had received a 'good' judgement, with outstanding features, and officers were confident in the school's ability to manage the increased numbers.

She drew attention to the consultation process and said that concerns raised about traffic and parking would be mitigated because additional parking would be provided onsite, plus there would be a new pedestrian access to the school. Finally, she said that a planning application had been submitted and that a decision was expected by October.

The Cabinet Associate for Adult Social Care, Wellbeing and Independence was the local Member and fully supported this school's expansion.

RESOLVED:

That, subject to the agreement of the detailed financial information for the expansion set out in Part 2 of this agenda, the business case be approved for the expansion of Hawkedale Infant School, providing an additional 120 junior places.

Reasons for Decisions:

The proposal supports the Authority's statutory obligation to provide sufficient school places relative to demand.

**177/16 FINANCE AND BUDGET MONITORING REPORT TO 31 AUGUST 2016
[Item 9]**

The Deputy Leader presented the budget monitoring report for the first five months of the 2016/17 financial year, covering the period up to 31 August 2016. He said that this year Services forecast delivering £76m of their efficiencies. However, the overall forecast was currently for a £6.0m overspend at this year end. He said that this year, there had been very considerable and increased demand for Adult Social Care and Children's Services and the cost of providing the services was beginning to outstrip the targets.

He said that the next item on this agenda was a report on financial sustainability and budget planning for the five years to 2022. The scale of the challenge set out in that report reinforced the importance to the Council of achieving the savings Cabinet had planned.

On revenue, he said that the current forecast end of year revenue position was, as mentioned earlier, for a £6.0m overspend and therefore, that it would not be easy to produce a balance outcome this year. The overspend included a £10.7m forecast overspend in demand led social care services for adults and children. This was partly offset by £2.6m more income from business rates and reduced interest charges and £0.9m underspend on schools and SEND transport.

On efficiencies he said that at the end of August, Services forecast delivering £76m of their £83m total efficiencies and of the £76m forecast efficiencies, £47m has either already been implemented or was on track, £19m had some issues, and £10m was considered to be at risk.

Finally, on Capital, he said that the Council's £638m capital programme for 2016-21, improved and maintained services, invested in Surrey and generated income for the Council. He said that the 2016/17 capital budget had been revised and re-profiled in July and forecast making £151m capital investment in the Council's services this year. He considered that the reduction of reliance on government grants and council tax was a help to balance the budgets over the longer term and that the Revolving Infrastructure & Investment Fund was part of this strategy.

Other Cabinet Members were given the opportunity to highlight key points and issues from their portfolios.

RESOLVED:

That the report be noted, including the following:

1. That the forecast revenue budget outturn for 2016/17 was a £6.0m overspend, as set out in the Annex, paragraph 1 to the submitted report.
2. That forecast efficiencies and service reductions for 2016/17 were £75.8m, as set out in the Annex, paragraph 30 to the submitted report.
3. The revised budgeted full time equivalent staff numbers, as set out in the Annex, paragraph 25 to the submitted report.
4. The revised fees and charges for: cycle training, set out in the Annex, paragraphs 38 to 40 and traffic signal switch out, set out in the Annex, paragraphs 41 to 43, to 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.

178/16 BUDGET AND BUSINESS PLANNING 2017 TO 2022 [Item 10]

The Deputy Leader said that, since 2010 Local Authorities in England had been faced with a year on year reduction in funding from Central Government as a part of the deficit reduction policy. This reduction had included Surrey County Council, which had traditionally been one of the lowest funded local authorities from Government grants. At the same time, the demand for Surrey County Council's services had been increasing, especially in looking after an increasingly aged population, a high level of people with learning disabilities and providing school places for a record number of children. The County Council had met this challenge through a financial strategy that included: managing demand, efficiency savings and increases in the level of council tax.

In February 2016 the Council's Section 151 Officer highlighted that the 2016/17 budget was balanced through the use of substantial one-off funding and the Medium Term Financial Plan for 2016/17 to 2020/21 (MTFP 2016-21) required significant actions to become sustainable. The Council agreed to a

Public Value Transformation programme to investigate whether sustainability could be achieved through further significant transformation and this report presented an update on the Council's financial prospects and the key strategies to respond to the challenge presented in the next five year Medium Term Financial Plan (MTFP 2017-22).

Referring to the recommendations, firstly he drew attention to recommendation (7):

'delegation to the Leader of the decision to accept or decline the Government's four year settlement offer'

He said that currently, he was minded not to accept the offer, due to the negative Revenue Support Grant of £17.3m in year 4. However, before the Leader takes a decision on the four year settlement, the Deputy Leader said that he would welcome the views of the wider Council. He said that the Council's Constitution made provision for this (Standing Order 8.2(c)) and that the issue would be discussed at the full County Council meeting on 11 October, as part of the Report of the Cabinet, which would then still allow time for a decision to be taken before the Government deadline of 14 October 2016.

Secondly, he proposed amending recommendation (8) to include:

'Subject to minor adjustment agreed by the Chief Executive, in consultation with the Leader of the Council....' because there may still be some minor changes to be made to Annex 2 and 3 (tabled at the meeting), and which were Surrey County Council's and Three Southern Counties responses to DCLG's consultation papers on 100% Business Rates Retention.

Other Cabinet Members made the following points:

- The importance of continuing to work to influence Government policy and to lobby for funding based on need for some services
- Demand led pressures for services, particularly in Adult Social Care and Children's Services.
- The Adult Social Care precept of 2% this year had been welcome and had provided £12m extra funding. However, with demand-led provision driving up the service's costs by £24m.
- The negative Revenue Support Grant for Surrey County Council in year 4 of the settlement and whether other counties had similar issues – it appeared that Surrey's position was unique.
- The impact of the near zero contribution of the 'second generation' Better Care Fund.
- The importance of asking all Members for their views at full Council on 11 October 2016.
- The risks to the Council, as set out in paragraph 40 of the submitted report.
- Annex 2 should include more detail in relation to unfunded pressures.

- Annex 2 – the response to question 3 should perhaps also include more detail on Surrey’s pioneering unit cost approach.

RESOLVED (as amended):

1. That the context and background to the County Council’s financial prospects over the medium term, as set out in paragraphs 15 to 22 of the submitted report, be noted.
2. The achievement of £329m efficiency savings over the last five years and the further planned savings of £361m over the next five years be noted.
3. The impact of additional funding on the Council’s financial sustainability, as set out in paragraph 35 of the submitted report, be noted.
4. The revised cash limit budgets for each service in the absence of additional funding from government grants, council tax, or business rates; or further savings, as detailed in paragraph 33 and annex 1 of the submitted report be approved.
5. That Cabinet Members and officers develop proposals on delivering services within the revised cash limits for a future Cabinet meeting, as set out in paragraph 33 of the submitted report.
6. The development of proposals to the Government for additional funding through the adult social care precept, business rates retention and for school places, as set out in paragraph 35 of the submitted report, be approved.
7. That Cabinet would welcome a County Council view before a decision is taken on the Government’s four year settlement offer, and that an item seeking that view be included (in accordance with Article 8.2(c) of the Constitution) in Cabinet’s report to Council on 11 October 2016.
8. That the executive decision to accept or decline the Government’s four year settlement offer, as set out in paragraph 41 of the submitted report, be delegated to the Leader of the Council, for decision as soon as possible after the full Council meeting of 11 October 2016.
9. Subject to further minor adjustments agreed by the Chief Executive in consultation with the Leader of the Council, the Council’s own response to the 100% Business Rates Retention consultation be approved, and the joint response from the 3SC local authorities, as detailed in paragraph 48 of the submitted report, be endorsed.
10. That Scrutiny Boards examine the key budget proposals and report back to Cabinet, as detailed in paragraph 34 of the submitted report.

Reasons for Decisions:

The Council is required to produce a balanced budget each year. Surrey County Council also prepares a Medium Term Financial Plan (MTFP) that sets out its financial plans over a rolling five year period. The efficiency savings the Council has had to achieve over the last five years and the

efficiency plans it has had to make for the coming five years illustrate the unprecedented and continuing length of the Government's austerity programme, the simultaneous rise in service demand and the impact of additional spending pressures on the Council's financial sustainability. Given the confluence of these challenges, Cabinet's decisions need to ensure the Council plans and implements coherent and robust measures to achieve a balanced financial plan in MTFP 2017-22.

A key step in achieving a balanced and sustainable MTFP 2017-22 is for Cabinet to approve a suitable framework for developing proposals to deliver the Council's Corporate Strategy within the available budget envelope. A critical element of this is a set of revised cash limits for each service that officers will use to develop proposals for Cabinet to approve at a future meeting.

The Government has not announced detailed changes to its spending plans, austerity is set to continue and the Council needs to maintain a prudent approach. However, the recent changes in the Government's policy developments and economic forecasts mean there is increased continuing uncertainty over the level of future fundraising.

In March 2016, the Secretary of State for Communities and Local Government wrote to all Councils offering a four year settlement. The offer guarantees (subject to unforeseen significant economic events) each Council its Revenue Support Grant (RSG), Rural Services Delivery Grant and Transitional Grant over the period 2016/17 to 2019/20 as set out in the Final Local Government Settlement. To accept the offer, a Council must prepare and submit an efficiency plan to the Department for Communities and Local Government (DCLG) by 14 October 2016. A significant feature of the Council's proposed four year settlement is that it is set to receive -£17.3m negative RSG in 2019/20 (the Government will deduct £17.3m from the Council's other grants). To maximise the time available to consider this issue Cabinet is asked to delegate this decision to the Leader, which will be reported to Full County Council.

The Government is consulting on 100% Business Rates retention by local government and a fairer funding review. These will have a fundamental and strategic impact on the Council's financial sustainability. The Council's consultation responses, in conjunction with partner organisations', seeks to safeguard and advance Surrey residents' wellbeing and experience and Surrey businesses' prosperity.

179/16 MERSTHAM COMMUNITY HUB [Item 11]

In the absence of the Cabinet Member for Business Services and Resident Experience, the Cabinet Associate for the Built Environment introduced the report, informing Cabinet that in December 2013, they had approved a capital allocation in respect of Surrey County Council's financial contribution to building the Merstham Community Hub, and in December 2014, they had granted approval to an increase in this capital allocation.

Construction work then commenced, but after a year on site (April 2016), the appointed construction contractor had entered administration and all work on site stopped. Therefore, in order to complete the construction, it was

necessary to appoint another construction contractor. Reigate and Banstead Borough Council had been working to achieve this and, following preliminary negotiations with a potential new contractor, it was now known that further increased costs would be required to complete the work.

Other Cabinet Members fully supported this much needed initiative for this area, particularly as Merstham had the second highest number of NEETs (Not in Employment, Education or Training) in Surrey.

RESOLVED:

That a further increase in the Capital expenditure allocation for this scheme, as set out in the part 2 item of the agenda, be approved.

Reasons for Decisions:

The proposal will provide a new community hub that provides local residents with excellent facilities which will enhance their lives and help to regenerate this area of the Merstham estate. When completed, this scheme will provide a well-designed, sustainable, low energy community building for a wide range of users within easy reach of their homes. The proposals would distinctly enhance the quality of the facilities in the local area.

As a result of the contractor going into administration, the Hub and associated retail units have been left partially completed. The construction is not water tight or windproof, and so is vulnerable to the weather. A resumption of building work at the earliest opportunity will help to limit deterioration of the building, and then bring it to completion.

180/16 FORMATION OF SPELTHORNE JOINT COMMITTEE [Item 12]

The Cabinet Member for Localities and Community Wellbeing said that he was delighted to present this report to Cabinet and that the formation of a joint committee in Spelthorne was welcomed by all Spelthorne Members.

He said that, following Spelthorne Borough Council's agreement at their Cabinet meeting on 20 July 2016 and Council on 21 July 2016, approval to establish the joint committee, was now sought from Surrey County Council's Cabinet and Full Council

He highlighted the extended remit that a joint committee would have over and above that of the current local committee with decision making functions in relation to the Community Infrastructure Levy (CIL), youth provision and advisory functions such as older people's services.

Finally, he drew attention to recommendation (5), stating that a Chairman for the newly formed Spelthorne Joint Committee would need to be appointed at the County Council meeting on 11 October 2016.

The Cabinet Associate for Adult Social Care, Wellbeing and Independence, who was a councillor in Spelthorne, endorsed the Cabinet Member's comments. He considered that the Standing Orders set out in Annex A to the report were clearly written and that the formation of the joint committee would

continue to improve relationships between the County Council and the Borough Council.

RESOLVED:

1. To recommend that Full Council agrees to establish the Spelthorne Joint Committee to deal with both executive and non-executive functions from 1 December 2016 in place of the current Local Committee in Spelthorne which will cease to function from that date.
2. That the following changes to the scheme of delegation be approved:
 - to delegate the executive functions to the Spelthorne Joint Committee as set out in Annex A of the submitted report
 - to recommend to Council to delegate the non-executive functions to the Spelthorne Joint Committee as set out in Annex A of the submitted report
 - the advisory functions that will come under the remit of the Spelthorne Joint Committee as set out in Annex A of the submitted report.
3. That the functions that Spelthorne Borough Council has agreed to delegate to the Spelthorne Joint Committee, as set out in Annex A of the submitted report, be noted.
4. That the Spelthorne Joint Committee Terms of Reference, including the Standing Orders under which it will operate, as set out in Annex A of the submitted report be agreed, and authority be delegated to the Director of Legal and Democratic and Cultural Services to agree to any minor amendments to the Terms of Reference which may be required.
5. To recommend to Council to appoint a Chairman of the newly formed Spelthorne Joint Committee from 1 December 2016.

Reasons for Decisions:

Cabinet and full Council agreement is required to establish a Spelthorne Joint Committee in place of the current Local Committee arrangements; to delegate recommended executive functions to the newly formed Spelthorne Joint Committee; and to agree the Terms of Reference and Standing Orders under which the newly formed committee will operate.

This approach has already proved successful in Woking where a Joint Committee, has been operating since June 2014 and was recently reviewed and showed to have improved partnership working between both authorities.

The new Joint Committee will simplify and speed-up local decision making processes, enabling for the first time, all functions and budgets delegated to it by both authorities to be jointly decided upon.

Joint Committees are an innovative two tier response to central government policy initiatives including devolution. Positive conversations are being held with other Surrey Borough and District Councils on the formation of further Joint Committees with SCC.

181/16 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 13]

This Annex set out the decisions taken by individual Cabinet Members since the last meeting of the Cabinet. Members were given the opportunity to comment on them.

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.

182/16 EXCLUSION OF THE PUBLIC [Item 14]

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 AND SET OUT BELOW IS A PUBLIC SUMMARY OF THE DECISIONS TAKEN.

183/16 APPROVAL TO AWARD A CONTRACT FOR THE PROVISION OF AN INTEGRATED SEXUAL HEALTH SERVICE [Item 15]

The Cabinet Member for Wellbeing and Health informed Cabinet that this report set out the confidential information relating to the commissioning and procurement process associated with the approval to award a contract for the provision of an integrated sexual health service, as detailed in item 6 of the agenda.

The Cabinet Member for Environment and Planning requested that she revisited the number of Key Performance Indicators for this contract because he considered 46 was a large number to monitor and she agreed to this request.

RESOLVED:

That the commissioning and procurement process associated with the award of this contract be noted.

Reasons for Decisions:

The existing contracts will expire on 31 March 2017. A full tender process, in compliance with the requirements of EU Procurement Legislation and Procurement Standing Orders has been completed, and the

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

184/16 ST PETER'S CATHOLIC SCHOOL, GUILDFORD [Item 16]

Introducing this report, which contained the confidential financial and value for money information relating to item 7, the Cabinet Member for Schools, Skills and Educational Achievement made reference to the school's contribution to the project for facilities above the Basic Need requirement. She also informed Cabinet that this proposal sought to utilise and trial the new Southern Modular Building Solutions Framework for Public Sector, which Surrey County Council had formal legal access.

RESOLVED:

It is recommended that Cabinet:

1. That the business case for the project to expand St Peter's Catholic School by 150 places, at a total cost to Surrey County Council, as set out in the part 2 report, be approved.
2. That the arrangements by which a variation of up to 10% of the total value may be agreed by the Deputy Chief Executive and Strategic Director for Children, Schools and Families, in consultation with the Cabinet Member for Schools, Skills and Educational Achievement, the Cabinet Member for Business Services and Resident Experience and the Leader of the Council, be approved.
3. That the award of contract for works to be delegated to the Chief Property Officer, in consultation with the Leader of the Council, Cabinet Member for Schools, Skills and Educational Achievement, Head of Procurement and Section 151 Officer when a competitive tender is followed through the new Southern Modular Building Solutions Framework for Public Sector, be approved.
4. That awards of future contracts for construction works for this project, which utilise modular methods of construction, above £500,000 in value, where a competitive tender procedure has been followed through the new Southern Modular Building Solutions Framework for Public Sector be approved and be delegated to the Chief Property Officer, in consultation with the Leader of the Council, Cabinet Member for Schools, Skills and Educational Achievement, Head of Procurement and Section 151 Officer.

Reasons for Decisions:

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

185/16 HAWKESDALE INFANT SCHOOL, SUNBURY ON THAMES [Item 17]

The Cabinet Member for Schools, Skills and Educational Achievement said that this report contained the confidential financial and value for money information relating to item 8.

RESOLVED:

1. That the business case for the project to expand Hawkedale Infant School by 120 places, at a total cost as set out in the submitted Part 2 report, be approved.
2. That the arrangements by which a variation of up to 10% of the total value may be agreed by the Deputy Chief Executive and Strategic Director for Children, Schools and Families, in consultation with the Cabinet Member for Schools, Skills and Educational Achievement, the Cabinet Member for Business Services and Resident Experience and the Leader of the Council, be approved.

Reasons for Decisions:

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

186/16 MERSTHAM COMMUNITY HUB [Item 18]

RESOLVED:

That an increase in the capital expenditure allocation of a further sum of money, as set out in the Part 2 report, be approved.

Reasons for Decisions:

The proposal will provide a new community hub that provides local residents with excellent facilities which will enhance their lives and help to regenerate this area of the Merstham estate. When completed, this scheme will provide a well-designed, sustainable, low energy community building for a wide range of users within easy reach of their homes. The proposals would distinctly enhance the quality of the facilities in the local area.

10. As a result of the contractor going into administration, the Hub and associated retail units have been left partially completed. The construction is not water tight or windproof, and so is vulnerable to the weather. A resumption of building work at the earliest opportunity will help to limit ongoing deterioration of the building.

187/16 PROPERTY TRANSACTIONS [Item 19]

In the absence of the Cabinet Member for Business Services and Resident Experience, the Cabinet Associate for the Built Environment said that this acquisition continued the Investment Strategy agreed by Cabinet in July 2013 and confirmed that consideration of this property acquisition had already been

through the Investment Advisory Board and this Board had commended its approval to Cabinet.

RESOLVED:

1. That equity investment and a long-term loan, both as detailed in the submitted report, be provided to Surrey County Council's wholly owned property company, Halsey Garton Property Ltd, as outlined in paragraphs 10 to 12 of the submitted report.
2. That Legal Services be authorised to agree appropriate contractual arrangements for the provision of financing on behalf of the Council with funds to be released upon the completion of appropriate due-diligence in relation to the property acquisition.
3. That HGP be authorised to acquire the freehold interest in the property detailed in the submitted report, for a purchase cost, including associated costs of purchase, as set out in the submitted report.

Reasons for Decisions:

The provision of financing to the Council's property company to facilitate the proposed investment acquisition is in accordance with the Council's Investment Strategy and provides an asset that will contribute to the creation of a diversified portfolio over time to spread risk.

The investment will deliver an ongoing income to the Council, enhancing financial resilience in the longer term.

188/16 PUBLICITY FOR PART 2 ITEMS [Item 20]

It was agreed that non-exempt information may be made available to the press and public, where appropriate.

[Meeting closed at 3.35pm]

Chairman

Member Question from Mrs Hazel Watson (Dorking Hills):

Since May 2013 which land and property outside Surrey has been purchased for investment purposes by the County Council or by Halsey Garton its wholly owned property company?

Please provide the addresses, types of property and price paid for such land and properties where such details are now in the public domain following registration at HM Land Registry.

Reply from Ms Denise Le Gal, Cabinet Member for Business Services and Resident Experience, 20 September 2016:

The Investment Strategy was agreed by Cabinet in July 2013 as one of a series of responses to improve the financial resilience of the Council in the longer term. Halsey Garton Property Ltd (HGP), a company wholly owned by the council, was created in order to strengthen the council's ability to invest in a diversified and balanced portfolio of assets for their income return.

The council has provided the funding to enable HGP to purchase assets for investment purposes. The council is able to provide this funding because the income generated by the asset is higher than the cost of providing the finance. HGP has purchased six assets to date which are listed in the table below. The expected net income to the council of £1.2m per annum from these investments means that we do not have to find equivalent savings from services to residents.

Halsey Garton Property Ltd Purchases			Purchase Price £'000
Property Address	Description	Date	s
Hampton Park West, Melksham, Wiltshire, SN12 6NB	Manufacturing, warehouse and office premises	Nov-15	12,020
Units 5, 6A & 6B, Hawkey Drive, Bristol Distribution Park, Almondsbury, Bristol BS32 0BF	Manufacturing and warehouse premises	Apr-16	11,219
Unit 8B, Manton Wood Business Park, Worksop, Nottinghamshire, S80 2RS	Distribution warehouse	May-16	8,460
Washford Mills, Redditch, Worcestershire B98 8DU	Retail (out of town)	May-16	7,560
Parkgate, 2000 Aztec West, Bristol BS32 4UA	Office	Jun-16	19,900
Wiggs House, Agecroft Commerce Park, Salford, Greater Manchester, M27 8UJ	Distribution warehouse	Jul-16	7,760

Member of the Public Question from Mr James Mendelssohn, Chairman of Thursley Parish Council

Thursley Parish Council have been trying to work with Highways England, Surrey County Council and the Police to ensure effective traffic management whenever the Hindhead Tunnel has to be closed, either as a planned closure or as the result of an emergency, so as to avoid large vehicles coming through the narrow lanes of Thursley, becoming stuck in certain places, and thereby causing damage to both public and residents' property, and further traffic chaos as the highways become impassable.

However, this is not proving to be successful, with numerous traffic incidents being reported whenever the tunnel is closed. This culminated on the night of 31 August when one articulated lorry became stranded in Bowlhead Green at 2.30am, and a second became stranded outside the Church in Thursley at 12.30 am. Both incidents resulted in the roads becoming completely blocked, preventing access for all vehicles, and serious damage to both private and public property.

With the problems associated with the tunnel closures spilling onto SCC highways and causing significant distress and inconvenience to both residents and other drivers, and also damage to both public and private property, how can Thursley Parish Council and SCC work together to escalate the situation so as to prevent further problems occurring during subsequent tunnel closures?

Reply:

Surrey County Council Highways officers have worked closely with Surrey Police, Highways England and Thursley Parish Council over the last year to try and prevent errant heavy goods vehicles entering Thursley and Bowlhead Green villages during planned and unplanned Hindhead Tunnel closures.

The local highways team have installed 'Unsuitable for HGV' signs at the entry points to both villages at the A3 flyover bridge and the signs are clearly visible on both approaches. Thursley village is also protected by a 6'6" weight restriction that prevents any large vehicle entering unless access is required. The restriction is signed in advance and at both entry points to the village. In addition to this, 'Risk of grounding' signs have also been installed to further highlight the problems large vehicles may encounter if they enter the village. Any heavy goods vehicle that exceeds 6'6" can be prosecuted should they enter Thursley as a result of a tunnel closure if they do not require access. Surrey Police are responsible for enforcing the restriction.

Highway officers have also worked closely with Surrey Police Road Safety Officers and Highways England to look at the strategy used when an unplanned tunnel closure occurs, as well as advanced warning signs, diversion signs and vehicle activated signs on the A3 and all of the diversion routes. As a result of this work, Highways England is hoping to implement various upgrades to signs etc over a phased approach. Surrey County Council will consider engaging with the local MP Jeremy Hunt in order to expedite these measures.

Surrey County Council will continue to work with Thursley Parish Council, Surrey Police and Highways England to try and prevent heavy goods vehicles from entering Thursley and Bowlhead Green during planned and unplanned tunnel closures.

Mr John Furey
Cabinet Member for Highways, Transport and Flooding
20 September 2016

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